



DRAFT
INTEGRATED DEVELOPMENT PLAN (IDP)
REVIEW, 2020-2021

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ACRONYMS

ABET	: Adult Based Education and Training
ADZ	: Agricultural Development Zone
AU	: African Union
CoM	: City of Mbombela
CRDP	: Comprehensive Rural Development Programme
COGTA	: Department of Co-operative Governance and Traditional Affairs
DARDLEA	: Department of Agriculture, Rural Development and Land and Environmental Affairs
DBSA	: Development Bank of Southern Africa
DEDP	: Department of Economic Development and Planning
DHSS	: Department of Health and Social Services
DMR	: Department of Minerals and Petroleum Resources
DoE	: Department of Education
DPWRT	: Department of Public Works, Roads and Transport
DSS	: Department of Safety and Security
DWS	: Department of Water and Sanitation
EDM	: Ehlanzeni District Municipality
EMS	: Environmental Management System
EPWP	: Expanded Public Works Programme
FBS	: Free Basic Services
GIS	: Geographic Information System
GDS	: Growth and Development Summit
IDP	: Integrated Development Plan
ISF	: Mpumalanga Integrated Spatial Framework
IWMP	: Integrated Waste Management Plan
KMIA	: Kruger Mpumalanga International Airport
LED	: Local Economic Development
MDG	: Millennium Development Goals
MIG	: Municipal Infrastructure Grant
MSA	: Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)
MFMA	: Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003)
MTSF	: Medium Term Strategic Framework
NDP	: National Development Plan
NDoT	: National Department of Transport
NEPAD	: New Partnership for Africa's Development
NSDP	: National Spatial Development Perspective
PFMA	: Public Finance Management Act, 1999 (Act 22 of 1999)
PGDS	: Provincial Growth and Development Strategy
SDBIP	: Service Delivery and Budget Implementation Plan
SDF	: Spatial Development Framework
SERO	: Socio-Economic Review and Outlook
SONA	: State of the Nation Address
SOPA	: State of the Province Address
SPPSU	: Strategic Programmes and Projects Support Unit
STATSSA	: Statistics South Africa
UN	: United Nations

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1.1 INTRODUCTION

It is required in terms of the Municipal Systems Act, 2000 (Act 32 of 2000) that municipalities must develop a five (5) year strategic planning document popularly known as Integrated Development Plan (Municipal Systems Act, 2000).

Integrated Development Plan (IDP) is a process through which the municipality conducts a comprehensive analysis of the community needs and subsequently prioritises available resources to address those needs. The process seek to ensure vertical and horizontal integration between the municipal planned intervention with the planning efforts of national and provincial spheres of government as well as within the various sectors of government.

The municipality, like any other municipality in the country, continuously faces challenges of service delivery backlog, capital funding as well as institutional capacity problems. Its ability to provide the key infrastructure to achieve sustainable and shared economic growth is therefore at the heart of the IDP and is underpinned by a series of sector plans that have been prepared in recent years and some that needs to be prepared. The sector plans include the long term plan (City of Mbombela Vision 2030), Spatial Development Framework (SDF), Local Economic Development (LED) Strategy, and an Integrated Waste Management Plan (IWMP), Water Services Development Plan (WSDP), Integrated Transport Plan (ITP) and the Environmental Management Plan amongst others.

The 2020-2021 IDP review has been developed in accordance with the community priorities, provincial and national priorities. The document (IDP) is in line with the Medium Term Revenue and Expenditure Framework (MTREF) which is a three year projection of both revenue and expenditure.

1.2 THE SCOPE OF THE IDP

The 2020-2021 IDP comprise of seven (7) interlinked chapters that are mandatory for a credible IDP, in terms of the Department of Cooperative Governance and Traditional Affairs (DCOG) IDP framework.

The first chapter provides an introductory overview of the process followed in compiling the IDP and in reviewing it annually. The process unfolded in various phases which includes the preparation, analysis, strategy, projects, integration and ultimately approval of the IDP.

The second chapter is a situational analysis, aiming to give the reader a deep understanding of the context in which the IDP is to be developed. It outlines the municipal development profile in terms of the institutional and external environmental scan. It captures the socio-economic indicators which comprises amongst others the demographics, social analysis, economic analysis, spatial analysis, and access to basic services within the Mbombela municipal area. It also gives an overview of the transversal programmes currently under implementation within the Municipality.

The third chapter details the municipal Development Strategies that will be implemented by the Municipality to respond to its legislative mandate and its development and transformation needs. In this chapter, the Municipality's vision, mission, development objectives, development priorities, development strategies and five year performance targets are clearly articulated. The alignment between the IDP and the municipal long-term strategy (Vision 2030) is explained, together with a short

briefing on other policies and priorities at various governmental levels, which have an influence on the IDP. Strategic focus areas are unpacked and articulated, especially on topics like economy (LED), employment (EPWP), spatial planning (SDF) and environment (environmental management and climate change adaptation and mitigation).

The fourth chapter provides a brief summary of the Auditor-General (AG) and MEC for Department of Cooperative Governance and Traditional Affairs (COGTA) findings, and subsequent remedial measures taken to address the findings in compliance with statutory obligations.

The fifth chapter is the financial plan of the Municipality over the next Medium Term Revenue and Expenditure Framework. Items covered under this chapter includes inter alia estimate of revenue, capital expenditure, revenue enhancement, cashflow statement for the medium term as well as a brief explanation of policies that support the municipal budget.

The sixth chapter provides an outline of the performance management framework that guides how the municipality will monitor the progress made towards the achievement of the set targets. Topics covered in this chapter include the legislative framework for performance management, role players in performance management, and the types of reports that are produced as a result of the performance management process.

The last chapter (chapter seven) provides an outline of the Municipality's planned and budgeted projects to be implemented by the Municipality, and those that will be implemented by provincial and national sector departments. Most of these projects spans out for the duration of the medium term period (3 years). The planned projects form part of the municipal strategy to respond to the five year Development Priorities of the Municipality.

1.3 THE IDP PROCESS

The IDP is the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development, in the municipality (Municipal Systems Act, 2000). As a five-year plan, which has to be developmentally oriented and aligned to development plans and strategies of other affected Municipalities and organs of State, its aim is to propose a short-term implementation of a long-term developmental strategy (Vision 2030).

In this regard, the IDP for 2017-2022 – the first IDP Cycle after the amalgamation of Umjindi and Mbombela Municipalities – aims to focus on priorities for the designated five-year period it covers. It further ensures that the desired future described in the framework (Vision 2030) is clearly defined and embedded into the decision-making processes of the newly created City of Mbombela.

As the first out of three implementation plans aiming to realize the developmental state planned in Vision 2030, the current IDP has to ensure that produced outputs / outcomes will set a basis for future developments contributing to the outcomes of the Vision 2030.

1.3.1 Strategic role

The Integrated Development Plan was introduced by the White Paper on Local Government in 1998. It is one of the critical tools available for South African Municipalities to drive the attainment of a 'Developmental Local Government', by integrating and coordinating the activities of all spheres of government that happen within a municipal space.

By encouraging the intergovernmental relations through an active involvement of all spheres of government in ensuring development, the IDPs give municipalities the opportunity to both respond to their socioeconomic challenges and address spatial disparities. In the IDPs, the municipal space isn't seen anymore as an exclusive space to be managed by a local authority, but as a space where different roles and responsibilities lie with a wide range of stakeholders, who collaborate to establish a suitable planning for their "pieces of land". The municipal planning process resulting in an IDP document is therefore the basis for all land development and land-use planning in South Africa.

Thus, those interlinkages set the IDPs as strong components of a global strategy, aiming to empower municipalities to make critical interventions to reach the developmental state targeted by South Africa. Driven by the NDP, an IDP is composed of a variety of plans and policies, both at strategic and implementation levels, from micro to macro scales. The IDP is also placed at the center of a network of plans, while being an implementation tool which allows the Municipality to prioritize its actions.

The processes used to establish and review the IDP allows it to guide not only the municipal decisions, but also the policies and implementations measures of a lot of different stakeholders, ranging from other organs of state to the private sector. Therefore, to serve its population, the City of Mbombela uses the opportunity provided by the IDP to contribute to its strategical objectives by implementing tangible measures while using this document both as a communication tool (to cross boundaries and establish relations with its communities, other institutions and the private sector) but also as a sharp instrument for planning.

1.3.2 Annual review process

As prescribed in the Municipal System Act, a Municipality must review its IDP annually. This process gives the Municipality the opportunity to better align its IDP with its long-term vision, while taking in account all external influences that might occur. That is to say, this review will ensure the alignment between the implemented projects and the five-year targets, propose other ways of reaching the objectives in case of major changes or unforeseen contexts, plan and adjust budgets for this cycle but also integrate the issues raised by the consulted stakeholders. It is a component of a multi-year process that aims to provide the implementation of the long-term vision to be effective and efficient.

The process that was followed to guide the review of the City of Mbombela's IDP for 2019-2020 financial year involved various phases which had their respective outcomes. The phases include preparation, analysis, strategies, projects, integration and approval phases.

1.3.2.1 Preparation phase

The City of Mbombela Municipal Council, under Council Resolution No. A3/2019, adopted an IDP Process Plan on the 23rd of August 2019. The IDP Process Plan outlined the legislative framework, institutional structures to guide, manage and monitor the IDP Review processes, mechanisms for community participation as well as key deadlines of the activities that led to the finalisation of the IDP for 2020-2021 financial year.

The IDP Process Plan was developed in line with the Ehlanzeni District Municipality's IDP Framework Plan adopted for the entire district after consultations with the local municipalities, including the City of Mbombela. The Process Plan was advertised on the Lowvelder dated 6 September 2019 in order to give notice to the affected stakeholders and the community members. The Process Plan was also placed on the Municipality's website and placed in all the Regional Service Centres of the Municipality.

Briefing sessions on the adopted IDP Process Plan were also held with the various stakeholders including Ward Committees, Traditional Leadership and organised business such as Mbombela Economic Development Partnership (MEDP), Kruger Lowveld Chamber of Business and Tourism (KLCBT), Sappi-Lomati, Barberton Mines, South Africa Property Owners Association (SAPOA), BATOBIC, etc.

1.3.2.2 Analysis phase

During this phase, it was critical for the municipality to understand the current existing situation within the municipal area. An in depth diagnostic assessment was done by the Municipality in relation to the levels of development, service delivery gaps or challenges, causes of existing problems, identification of priority issues (issues that needed to be addressed first), and available resources to help deal with identified challenges or problems.

Sources of information that were used as baseline include annual reports, mid-year performance report, Service Delivery and Budget Implementation Plan (SDBIP) quarterly reports, StatsSA Community Survey 2016, and SERO reports. Sector plans were also used to inform the planning of the IDP in terms of what programmes or projects need to be implemented to address the service delivery gaps within the municipal area. The GIS system was also used in identifying communities that do not have access to municipal basic services within the municipal area. The information obtained through this process helped the municipality to identify priority issues according to the Municipality's perspective. Further more, an assessment was done in terms of the internal institutional gaps or needs (i.e. shortage of staff, governance issues, etc.) as well as internal resources (revenue generation capacity, ICT infrastructure, etc.) that may assist in addressing the identified priority issues.

A consultation process also took place during this phase whereby zonal consultation meetings were held from the 15th until the 24th of October 2019 in each of the four Regions of the City of Mbombela. During the zonal meetings, various wards represented in each zone had an opportunity to interrogate their ward priorities which they raised during the previous IDP analysis phase as well as raise other issues affecting each ward/zone. A progress report was also given by the Municipality in terms of the implementation of programs and projects that speak to the ward priorities proposed during the development of the five year IDP (IDP 2017 – 2022).

Meetings with the Traditional Leadership, Organized Business stakeholders and Transport Fraternity (Taxi Associations, Buscor, etc.) were held on the 10th and 11th of October 2019 respectively to raise issues affecting them. The ward priorities are detailed in table 1.4.1 whilst the other issues raised during the first round consultative meetings by the different wards, Traditional Leadership, Organised Business are listed in table 1.4.2 below.

1.3.2.3 Strategy phase

The City of Mbombela had its strategic planning sessions to devise means to respond to the priority issues identified during the analysis phase. Departmental strategic planning sessions were held during the month of November 2019. Departments reviewed their strategies and objectives taking into consideration the results of the internal assessment of the Municipality. Furthermore, departments identified programmes and projects which might be critical to respond to the ward priorities as well as the institutional needs.

1.3.2.4 Projects

The project phase involved Municipal Departments designing programmes and projects with clear targets and indicators which are specific, measurable, achievable, realistic and time-bound. The location, beneficiaries, as well as project costing was also done. These programmes and projects were informed by the ward priorities, the Municipality Vision 2030, sector plans, policy imperatives and planning requirements from the national and provincial spheres of government. The programmes and projects devised also gave effect to national priorities as pronounced during the State of the National Address (SONA) and State of the Province Address (SOPA) respectively.

1.3.2.5 Integration

During this phase, the Municipality held institutional Technical Lekgotla chaired by the Municipal Manager from 05 to 06 December 2019. The aim of these sessions was to align and integrate departmental programmes and projects as well as to devise interventions that will assist in the attainment of the Municipality's programmes/projects objectives and outcomes that responds to the IDP priorities. The aim was also to ensure that all efforts are directed towards the realisation of the Municipality long-term plan (i.e. City of Mbombela Vision 2030).

During this phase, the Municipality aligned its five year programs with its financial resources (Budget/MTREF) and also with its performance management system. An operational plan (SDBIP) was also developed to track performance on planned activities in relation to budgeted projects.

Sessions with sector departments were also held, through platforms created by Ehlanzeni District Municipality (EDM) and Provincial Department of Cooperative Governance and Traditional Affairs (COGTA), to integrate programmes and projects of all the local municipalities in Ehlanzeni district with that of the provincial and national sector departments, as well as state-owned enterprises (SOE's) such as ESKOM and other private companies i.e. Barberton Mines, etc. Hence, projects from provincial and national sector departments, private sector and state parastatals are also incorporated in this reviewed IDP. This was to ensure that there is vertical alignment of plans and programs aimed at achieving national and provincial policy imperatives, strategies and plans (i.e. National Development Plan, Medium-Term Strategic Framework, Mpumalanga Province Vision 2030, Mpumalanga Economic Development Path, etc.).

1.3.2.6 Approval

The Draft IDP for 2020-2021 will be tabled before Council on 31 March 2020, and thereafter presented to communities, Ehlanzeni District Municipality, National Treasury and the MEC for Cooperative Governance and Traditional Affairs for comments. The document (Draft IDP) will also be placed on the municipal website to notify the public inputs.

1.4 STAKEHOLDER ENGAGEMENT AND CONSULTATION ON THE IDP PROCESS

Community and stakeholder participation in matters of local government is a cornerstone of democracy. Section 152 of the South African Constitution (Act 108 of 1996) puts it succinctly that: "*the objects of local government includes, amongst others, the encouragement of involvement of community and community organisations in matters of local government*". Furthermore the Local Government: Municipal Systems Act (Act 32 of 2000) states that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose encourage, and create conditions for the local community to participate in the affairs of the municipality, including in the preparation, implementation and review of its integrated development plan.

In order to give effect to the above legislative provisions, the City of Mbombela has adopted a public participation strategy that outlines the processes, mechanisms, and procedures for community and stakeholder participation. According to the Public Participation Strategy, the participation of communities is driven through a Ward Committee System managed by the Public Participation Unit located in the Office of the Speaker and the IDP Representative Forum arranged through the Office of the Executive Mayor. Moreover, the Municipality's public participation process comprises of community meetings, zonal meetings, Mayoral Imbizo(s), Speaker's Outreach programs, business and commercial stakeholders engagements and traditional leaders engagements.

1.4.1 Community consultation meetings

As alluded in the analysis phase, the first round of community consultation meetings within the municipal area took place from 10 October till 25 October 2019. The meetings took place at zonal level (seven zones) whereby feedback on the performance of the Municipality in relation to the implementation of programs and projects that respond to the previously raised community priorities was given. Furthermore, the Municipality has put in place a feedback mechanism where regular reports on the implementation of programs and projects are given the community. This is done through ward committees where a ward councillor together with the members of the ward committee he/she chairs convene quarterly ward community meetings to present SDBIP reports (progress on implementation of projects and budget spent).

During the consultation meetings, wards were also afforded an opportunity to relook at their ward priorities which they have re-affirmed as per table 1.4.1 below. Within this comprehensive list of ward priorities, wards were also encouraged to identify top five priorities that needed urgent attention. This was due to the budgetary constraints which made it impossible for the Municipality to implement every ward priority but to at least focus on the more pressing priorities. The top five ward priorities identified by the wards are listed as annexure of the IDP document.

Table 1.4.1-1 Summary of the community priorities for 2020-2021 financial year

PRIORITY	ISSUES TO BE ADDRESSED
1. Water	Bulk supply
	Reticulation
	Boreholes & Jojo tanks
2. Sanitation	Sewer system
3. Electricity	Household connections
	New streets & high mast lights, & maintenance of existing streets & high mast lights & upgrading of transformers
4. Road & Stormwater	Maintenance, paving, grading & tarring of major roads/ streets
	Foot & vehicle bridges
	Storm water drainage
	Speed humps
5. Waste management	Refuse removals
	Dumping sites
6. Human settlement	RDP houses & Renovation of existing RDP houses
7. LED	Job creation
	Shopping complexes
8. Education	Pre-schools, primary & secondary schools
	Admin Blocks & libraries
9. Health	New clinics
	Existing clinics to operate 24 hours
10. Community facilities	Social amenities (community halls, parks, sports facilities) & maintenance of existing community halls
	New cemeteries & upgrading of existing cemeteries
11. Safety & Security	Satellite police station
	24 hours visibility of SAPS

Table 1.4.1-2: Community priorities for 2020-2021 financial year per ward

WARD 1		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for 10 jojo tanks	Shabalala; Sanford
	Need for System to pay for water	Mountainview; Scotchview; Shabalala
	Need to increase scale and time for water supply	Shabalala Sanford
	Need for infrastructure to yield water	Shabalala ; Sanford
	Short term Need to add water tankers	Shabalala Sanford
	Need for water reticulation	Sanford
	Need for boreholes	Shabalala; Sanford
	Need for old Water Treatment Works to be completed	Shabalala; Sandford
2. Education	Need for secondary school	Shabalala & Hazyview
	Need for primary school	Sanford
3. Electricity	Need for household connections	New village at Shabalala; Sandford
	Need for high mast lights and street lights	Soweto; Mountain view; Scotchview; Sandford; Makotapenini; lower Sanford; entire Hazyview residence
	There is a problem of illegal connections	Entire ward
	Need for street lights	Hazyview R40 from Krugergate to kaMabuza T junction; Numbipark
	Need for a traffic lights	Sanibonani (kaMabuza and 4way intersection in Hazyview residence area). Entrance to Sanford from Jim Brown bridge
	Need for sensor Traffic light	Krugerpark lodge gate
4. Roads & storm water	Need for tar or paved	Shabalala road from European bar to Goromane station; Hazyview residence area
	Need for two (02) speed humps	Cornerhouse and Scotchview
	Need for foot bridges	Shabalala
	Need for storm water drainage and fix existing	Shabalala (next to Nini na Nini Tarven, ka Elaija & Ka Mdebele; mountainview esantini; kaMabuza bridge; Sandford
	Need for foot bridges	Between Soweto heading to Scotchview
	Need for storm water drainage	Sandford
	Need for speed humps	Hazyview and Sandford (kaJim Brown

	Need for additional lane	Road from Hazyview heading to Skukuza via Hazyview residents area
	Need for Graveling of road	KaBhanjane
5. Community facilities	The existing swimming pool must be refurbished	Hazyview
	Need for sport field and parks	Hazyview; Shabalala; Sanford
	Need for multipurpose centre	Hazyview; Shabalala
	Need for a library	Shabalala
	Need for a community hall	Hazyview; Shabalala; Sanford
	Need of cemetery site	Hazyview
	Need for fencing and toilet at cemeteries	Sanford
	Need for a clinic	Sanford
6. Housing	Need for RDP houses	Shabalala; Sanford
	Sanitation sewage SYSTEM	Hazyview
7. Transport	Need for bus shelter	Sanibonani; Tholinhlanhla; Mdluli store
8.LED	Need for job opportunities	Entire ward
	Need for local people to be appointed on projects taking place in the ward	Entire ward
10. Waste management and parks	Need for dustbins	Hazyview CBD; Shabalala; Sanford; Hazyview residence area
	Need for the cleaning of unoccupied sites	Hazyview
	Need for the parks to be cleaned	Hazyview
11. Safety & security	Need for fencing & gates at all entry & exit points	Hazyview
	Need for fire station	Hazyview

WARD 2		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for extension of Zwelisha & Mluti Bulk Water Supply	Mluti
	Need for a Dam	Old Location and Nkosi City
	Need for water reticulation	Mluti & Mbongeni Area
	Need for maintenance of leaking water pipes	Zwelishana
2. Rural Development	Need for Nkosi City development	Entire ward & surrounding wards
	Need for Agrie Parks programmes	Nkosi City
3. Roads and Storm water	Need for bus route & paving of roads	Gedlembane to kaLubisi bus route, Nkomeni to Foda bus route & Siwerewere to kaLubisi bus route
4. Electricity	Need for street lights	Strategic areas
	Need for 6 high mast lights	Sicelasetfu & Nkomeni
	Need for new substation	Nkosi City
5. Education	Need for a new school	Nkosi City

	Need for additional classrooms (12)	Mbongeni primary school
6. Waste Management	Need for waste collection to avoid illegal dumping	Entire ward (Strategic areas)
	Need for a dumping site	Entire ward (Strategic areas)
7. Cemetery	Need for the cemetery to be fenced & maintained	Old Daantjie cemetery
8. Health	Need for health facilities	Nkosi City
	Need for additional staff	Pienaar
	Need for assigned ambulance to Pienaar	Pienaar
9. Community facilities	Need for the upgrading of sports fields (poles)	Entire ward
	Need for a multipurpose centre (incl. library)	Entire Ward
10. Sanitation	Need for a sewer borne system	Nkosi City
11. Safety & security	Need for new establishment of police station	Nkosi City
12. LED	Need for job creation programmes & projects	Entire ward

WARD 3		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREA
1. Water & Sanitation	Need for water supply	Dayizenze; Los ; Nyokeni; Madala; Khombindlela; Siphumelele; Lindokuhle; Mhlambanyatsi; Hhobotani; Thulula; Elephant
	Need for eight (8) boreholes	Dayizenze; Lindokuhle; Nyokeni; Los; Mhlambanyatsi; Elephant ; Siphumelele
	Need for Jojo tanks	Dayizenze; Los ; Nyokeni; Madala; Khombindlela; Siphumelele; Lindokuhle; Mhlambanyatsi; Hhobotani; Thulula; Elephant
	Need for VIP toilets	Entire ward
2. Roads & storm water	Need for pedestrian crossing	Lundanda School
	Need for road to be tarred or paved	Kamphatseni to Sphumelele, Mhlambanyatsi road, Dayizenze to Pentecost and Mahushu to Zakheleni Bemuda road; Mabhakeni; Dayizenza to Mahushu & Road to cemetery.
	Need for footbridges	Overhead bridge at Mahushu and Dayzenza Plaza. Ngobeni to Los, Kamphatseni to Sphumelele; Edibhini to Dayizenza; Mhlambanyatsi to Zakheleni; Hhobotani to Lundanda; Madala to Dayzenza (Theledi) & Mphatseni to Elephant.
	Need for bus road	Gogodlane to Pentecost, Sphumelele to Lindokuhle, Mahushu to Zakheleni & Dayizenza to Mahushu, Mhlambanyatsi, Dayizenza
	Need for speed humps	Kagodlane, Mahushu to Dayizenze & Bus road

	Need for storm water drainage	Siphumelelo; Elephant; Mahushu; Dayizenze, Lindokuhle
3. Education	Need for a primary school. Land is available	Elephant and Sphumelele
	Need for crèche/pre-school (land is available).	Elephant; Kiepersol block & Sphumelele
4.Electricity	Need for household connections	Elephant; Los & Siphumelele, Dayizenza
	Need for Apollo lights	Nyokeni; Siphumelele; Lindokuhle; Mhlambanyatsi; Hhobotani; Elephant
	Need for street lights	Dayizenze; Los ; Nyokeni; Madala; Khombindlela; Siphumelele; Lindokuhle; Mhlambanyatsi; Hhobotani; Thulula; Elephant
5.Cemetries	Need for cemeteries to be fenced with palisade	Mahushu
	Need for TLB,VIP toilet & water at cemeteries	Mahushu
6.Housing & Land	Need for RDP houses (land is available).	Mahushu
	Need for a farming infrastructure for farmers(land is available)	Mahushu
7. Health	Need for a clinic (land is available)	Siphumelele(Mahushu)
8.Community facilities	Need for a library	Mahushu Toy Centre
	Need for a community hall	Mahushu Centre
	Need for a sports facilities	Mahushu
	Need for multipurpose centre	Mahushu
	Need for a community park for children	Mahushu
9. LED	Need for job creation programmes (Poultry farm; piggery farming)	Mahushu
10. Safety & security	Need for 24hours visibility of police	Entire ward
11. Waste management	Need for waste removal	Entire ward

WARD 4		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Roads & Storm water	Need for the completion of the Bermuda road	Zwelisha
	Need for tarring of bus road	Phakane (From Fundinjobo to Magajane river)
	Need for the paving of streets	Siwela street; Love corner to Zwelisha cemeteries; street from Zwelisha clinic to Zwelisha Community hall
	Need for the need for the upgrading/paving of all sub-side roads	Phakane & Zwelisha
	Need for vehicle bridge	Zwelisha ka Nkosi bridge; Between Phakane & Mafambisa
2. Water	Need for the upgrading of Phakane Reservoir	Phakane
	Need for the upgrading of water supply system	Zwelisha & Phakane
	Need for water reticulation infrastructure	Dingindoda (Phakane); Emathuneni (Zwelisha) & Etikhukhwini (Zwelisha)
	Need for boreholes	Phakane (x1) & Zwelisha (x1)
	Need for jojo tanks	Entire ward
3. Electricity	Need for household connections	Zwelisha & Phakane
	Need for street & high mass lights	Part of Zwelisha next to the community hall & Ka Nkosi bridge
	Need for the maintenance of Apollo high mast & street lights	Zwelisha clinic; Phakane & Zwelisha
4. Sanitation	Need for VIP toilets	Entire ward
	Need for sewerage system	Entire ward
5. Housing	Need for RDP houses	Entire ward
6. Health	Need for mobile clinic (temporary measure)	Zwelisha & Phakane
	Extension of clinic and 24hr operation	Zwelisha Clinic
7. Community facilities	Need for multi-purpose sports field	Phakane
	Need for grading of open grounds	Zwelisha
8. Safety & Security	Need for the 24 hrs visibility of SAPS (to patrol at the area, especially bus stops)	Zwelisha & Phakane
	Need for the upliftment of the CPF	Entire ward
9. Education	Need for a combined school	Zwelisha primary school
	Need for admin block	Phakane primary school
10. LED	Job creation	Job creation for youth and women
11. Waste management	Need for waste removal / container	Entire ward

WARD 5		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for the construction of package plant at Phola	Phola, Bhekiswako & Salubindza
	There is infrastructure at Bhekiswako & Salubindza but no water	Bhekiswako; Salubindza & Sibamba
	No infrastructure, need for water infrastructure	Sukani; Komani; Salubindza (Ematuneni)
	Need for six (06) boreholes	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
2. Electricity	Need for 20 high mast lights	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
	Need for 200 street lights	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
	Need for household electrification (300 households)	Komani; Salubindza (Enyandeni block)
3. Roads & storm water	Need for low level bridges	Bhekiswako to Salubindza ; Sukani to Bhekiswako; Sukani to Salubindza
	Need for footbridges	Salubindza to Phakamani crèche; Sukani to Dayizenza plaza; Ngobeni store to Mokoena (Phola); Mthimkhulu to Milazi (Komani)
	Need for the tar or paving of major streets	Engulubeni; Celani primary school & Sukani
	Need for Bermuda bus road to be tarred or paving	Salubindza
	Need for storm water drainage	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
	Need for speed humps	Phola ; Bhekiswako; Salubindza
	Need for pedestrian crossing signs	Salubindza
4. Sanitation	Need for septic tanks & flushing toilets (pit toilets)	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
5. Community facilities	Need for the community hall	Salubindza and Bhekiswako
	Need for park	Bhekiswako ; Salubindza ; Sibamba; Sukani; Komani
6. Sports facilities	Need for the upgrading (incl electricity) of Salubindza sport ground	Salubindza
	Renovations & upgrading of sports facilities	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
7. Integrated human settlement	Need for 300 houses	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
8. Cemeteries	Need for the upgrading of the road to the cemeteries	Bhekiswako ; Salubindza ; Sibamba; Phola
	Need for concrete palisade fencing	Bhekiswako ; Salubindza ; Sibamba; Phola
	Need for toilets in the cemeteries	Bhekiswako ; Salubindza ; Sibamba; Phola

9. Waste collection	Need for removal of waste	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
10. LED	Need for skills development programmes on tourism & entrepreneurship	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola
11. Education	Need a school	Salubindza & Sukani
	Need for admin block, laboratory & library	Celani
12. Safety & security	Need for 24hours visibility of police	Bhekiswako ; Salubindza ; Sibamba; Sukani; Phola

WARD 6		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water supply is very poor. Sometimes, water comes once a month (water tankers)	Entire ward
	Need for water infrastructure	Bhodlindlala, Dingindoda, Sukani, Nkanini, Swalala, Mangozeni, Khanyisani & Magarula
	Infrastructure is there but no households connection	Swalala; Mafifty; part of Sukani; Nkanini & Stadium block
	There is a problem of illegal connections of water	Entire ward
	Need for boreholes	Swalala, Mshadza, Mafifty, Nkanini, Bhodlindlala, Zamani
	Need for a new package plant	Mshadza
2. Electricity	Need for high mass street lights (crime is very high)	Entire ward
	Need for household connections Need for streetlight	Mangozeni, Zamani & Dingindoda, Mafifty, Nkanini, Bhodlindlala
3. Housing	Need for RDP houses	Entire ward
4. Road & Storm water	Need for major streets to be maintained, graded & paved	Entire ward
	Need for storm water drainage & V drains	Entire ward
5. Sanitation	Need for VIP toilets	Entire ward
6. Education	Need for a primary school	Dingindoda
7. Safety & Security	Need for police station	Masoyi
8. Community facilities	Need for a community hall	Entire ward
	Need for Masoyi stadium to be upgraded	Mshadza (Stadium)
9. LED	Need for shopping complex	Swalala
	Need for the Swalala Neighbourhood Development	Swalala
10. Cemeteries	Need for a new cemetery	Entire ward

WARD 7		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for sufficient water supply	Entire ward
	Need for the installation of rising main pipe to the reservoir to enable the water treatment plant to be functional (the treatment plant has been vandalised, need to be upgraded)	Dibhini (Manzini)
	Need for jojo tanks to be filled with water	Entire ward
	Need for 6 boreholes	Lungisani, Mafifty Zone 1&2, Mthunzini, Chawela
	Fixing and re-commissioning of borehole	Lungisani
2.Road & storm water	Need for the road to be tarred	Stadium Block; Manzini road, road to Lungisani Secondary School
	Need for access road	From Manzini to stadium block
	Need for major roads to be maintained & paved	Lungisani & Mdumiseni
	Need for bus route	Mafifty to Magarula village via Tribal Authority
	Need for speed humps	Main Road
	Need for 10 footbridges	Kasizzle, Lungisani and Kanonyane
	Need for overhead bridge	Manzini & Tsemбанани primary school
	Need for vehicle bridges	- Between Mafifty & Magarula - Between Magarula & Phola - Sabieskom - Stadium Block - From main road to Chawela
	Need for storm water drainage	Entire ward
3. Electricity	Need for additional street lights & high mast lights	Entire ward
4.Sanitation	Need for VIP toilets	Entire ward
5.Housing	Need for RDP houses (including the indigent people)	Entire ward
6. Health	Need for the clinic to be renovated & upgraded (need for more staff & Additional consulting rooms)	Manzini Clinic
	Need for the clinic to operate 24hrs	Manzini Clinic
7. Community facilities	Need for a community hall to be completed (the issue of water & sanitation systems must be completed)	Manzini Community Hall
	Need for the caretaker for the hall	Manzini Community Hall
	Need for maintenance of sports facilities	Entire ward
	Need for the local cemetery to be fenced, equipped with toilets & water	Lungisani
8. LED	Need for job opportunities	Entire ward

9. Social Services	Need for food parcels	Area around Stadium Block
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WARD 8		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	There is no water in the ward. Jojo tanks are always empty.	Entire ward
	Need for water supply (sufficient and consistent)	Entire ward
	Need for a Reservoir. Water pipes have been installed but there is no water	Emoyeni Block
	Need for water tankers to be monitored	Entire ward
	Need for additional boreholes	Phelandaba, Newskom, ZCC, Lindani, Tindziweni, Khalazembe, Mthunzini Kanyaka, maswazini, Roma and Centre2 ,next to Ka Clr Mlimi,saintjones,Centre,kamngomezulu ,Moyeni, Mthunzini Riopark
	The manual operated must be converted to electricity	Lindani; Maswazini
	Need for Pressure pump and refurbishment of current reticulation system at Jerusalem Steel tanks	Roma, Khalazembe, maswazini, Center 1 and centre2)
	Need for water rights application to implement water projects	Entire ward
	Need for a new package plant	Entire ward
	Need for connection of pipe	Mahushu bus stop via R538 from Mahushu to Mganduzweni, to cover part ward, 03, 05,06,07,08,09
2. Roads & storm water	Need for roads to be tarred	Riopark, Lindani, Newskom, Roma Maswazi, Phelandaba, Khazemba, Khulani, Khalazembe, Centre 2, Mountain view
	Need for foot bridges	Phelandaba, Newskom esicojeni kamndawe,Khalazembe,Roma driving school,road to kashlangu,kamsimango and Mkhabela,kamnyambo,Knyaka to Khulani,kamdluli to enyokeni
	Need for vehicle bridges	Next to Saint Jones,next to kafakude induna,next to Mildred,New skom to Phelandaba,Lindani to Newskom, emhlumeni
	Need for streets to be paved	Jerusalema High,Sakhile High,Lindani, from Driving schoo down to ngaka Nduna Fakude
	Need for a bus shelters	Jerusalema,Phelandaba,Newskom,Moyeni

	Need for an overhead bridge	Mganduzweni Taxi rank
	Need for storm water drainage	Roma driving school, kaSono
3.Housing	Need for RDP houses	Entire ward
4. Health	Need for a clinic	Emoyeni & Jerusalema
	Need for a mobile clinic	Emoyeni, Phelandaba
	Need to upgrade the existing clinic	Jerusalema
5. Community Facilities	Need for a community hall and sports centre	Lindani
	Need for a sport Centre	Entire ward
	Need for a crèche	Entire ward
6.Electricity	Need for household connections	Phelandaba; Taxi rank, Lindani, Moyeni Mhlumeni & Mountain view
	Need for street lights and High mast lights	Entire ward
7.Sanitation	Need for VIP toilets	Entire ward
8. Safety & security	Need for 24hrs visibility of police	Entire ward
9. LED	Need for job opportunities	Entire ward
	Need for a Mall or shopping Complex	Lindani
10. Education	Need for the extension of classes	Legogote primary school
	Need for Renovation of classes	Khulani primary school and Lindani Primary school
	Need for Revamping/ renovation and extension of extra classes	Legogote primary school
	Need for laboratories & computer centres	Sakhile
	Need for a library	Jerusalema
11. Cemetery	Need for cemetery road to be paved	Kulani, Jerusalem, Mganduzweni and Lindani

WARD 9		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Water	There is water crisis (insufficient, interruption and constant supply). Jojo tanks are always empty- Local dam need to be used to supply water	Entire ward
	Need for Jojo tanks	Entire ward
2.Roads & Storm Water	Need for main roads to be tarred	Entire ward
	Need for the bus road to be tarred	Mgcobaneni
	Need for Bermuda road to be completed	Mganduzweni
	Need for the gravelling & paving of streets	Entire ward
	Need for speed humps	Mgcobaneni & Mganduzweni
	Need for 7 foot bridges	Mgcobaneni x 2 (next to Nkuna & road to Shawelo Richmond); Mganduzweni x3 (Mabulala; Enkokhokhweni) & Ndlunkulu School

	Need for the re-gravelling of all cemetery road	Mgcobaneni & Mganduzweni
	Need for V-drain to all main road	Mgcobaneni; Mganduzweni; eDibhini; Mabulala to Mganduzweni; Mafledini; Richmond; Mgcobaneni primary school; Roman Catholic; Jerusalem Assemblies of God Manzini
	Need for paved road	At Matlatini Waya Waya
3.Electricity	Need for household electrification	Thubelihle
	Need for street lights	Mgcobaneni & Mganduzweni
	Need for high mast lights	Mgcobaneni & Mganduzweni
4. Housing	Need for RDP houses	Entire ward
5. Sanitation	Need for VIP toilets	Entire ward
	Need for dumping cabins	Entire ward
	Need for the sucking of existing toilets	Entire Ward
	Need for BIN Carbons removals once a week	Entire Ward
6.Education	Need for secondary school	Mgcobaneni & Mganduzweni
	Need for combined school	Mgcobaneni ; Part of Chochocho & Lungisani High School
	Need for ECD centre	Mgcobaneni
	Need for a library and information centre	Entire ward
7. Community facilities	Need for a community multipurpose hall	Mgcobaneni
	Need for recreation facilities	Mganduzweni
	Need for a computer centre	Mganduzweni
	Need for the renovation of sports ground	Mgcobaneni & Mganduzweni
	Need for parks	Mgcobaneni & Mganduzweni
8. Health	Need for a clinic	Mgcobaneni
	Need for the existing clinic to operate 24 hrs	Mganduzweni
	Need for environmental & HIV/Aids campaigns	Mgcobaneni & Mganduzweni
9. LED	Need for job opportunities & food security	Entire ward
	Need for community training on LED to Develop business for unemployed citizens and to capacitate them with required skills that will change their lives	Entire ward
10. Safety and Security	Need for a visibility 24 Hours	Entire ward
11. Waste Collection	No dumping sign to be installed to prevent dumping of rubbish to no dumping areas	Entire ward

WARD 10		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	There is infrastructure, but yield no water.	Bhayizane; Clau-clau; Mhlume; Mafambisa; Mkikitweni & Ngulubeni
	Need for proper management of valves	Clau-clau (part); Entire ward
	Need for stand pipes to be maintained	No.3 & No. 4
	Need for additional boreholes.	Entire ward
	Need for additional Jojo tanks	Spelanyane; Mafambisa; Clau Clau; Luphisi
	Water reticulation	Mafambisa; Sizani, Sipelanyane Zombodo
	Boreholes are not working (need electricity)	Mafambisa, Spelanyane, Mhwayi
	Need for a Reservoir	Mafambisa & Clau Clau
2. Electricity	Need for household connections	Mhlume; Bhayizane; Mafambisa; Clau-Clau; Spelanyane; Mafampisa, Mkhukhwini
	Need for street lights	Mafambisa, Luphisi & Spelanyane
	Need for existing street lights to be maintained	Entire ward
	Need for high mast lights	Entire ward (crime hot spots)
	The low voltage must be extended for the purpose of in-house connection	Entire ward
3. Roads & storm water	Need for the major roads to be maintained & paved	Entire ward
	Need for storm water drainage system	Bhayizane; Mkikitwen; Mafambisa, Ngulubeni, Mgobampisi, Mhwayi
	Need for tarring of main streets	Entire ward
	Need for road signs	Clau-clau
	Need for pedestrian crossings	No. 4
	Need for scholar transport to assist kids	Entire ward
	Need for bus shelter & bus stop signs	Entire ward
	Need for speed humps	Entire ward
	Need for road	Cemetery Clau – clau
	Need for road	Clau – clau clinic Mkikitweni Road
	Need for road	Macamela Ngulubeni road, Zombodza, Sizani
	Need for road	Sipelanyane road
	Need for footbridge	Clau-clau, Bhayizane; Mafambisa
4. Sanitation	Need for VIP toilets	Mafambisa; Zombodza ; Sizani Clau-clau & Spelanyane
	Maintenance of existing VIP toilets. Some are not complete	Clau-clau
5. Community facilities	Need for a library	Entire ward
	Need for play grounds to be maintained	Entire ward

	Need for community hall to be maintained (Youth Centre)	Spelanyane and Clau-Clau Community Hall
	Need for the upgrading of community hall	Spelanyane
	Need for multipurpose centre	Entire ward
	Need for cemeteries to be maintained and fenced	Entire ward
	Need for the naming of streets	Entire ward
	Need for community Hall	Mafambisa
6. Housing & land	Need for RDP houses	Mafambisa; Clau Clau; Spelanyane
	Need for land for residential purposes	Entire ward
7. Health	Need for the clinic to operate 24 hours service	No.4
	Need for a new clinic	Mafambisa
	Need for additional staff	Clau-Clau
	Need for maintenance and staffing of the new clinic	Spelanyane
8. LED	Need for job creation	Entire ward
9. Safety & Security	Need for satellite police station	Mafambisa
	Need for 24 hours visibility of police	Entire ward
10. Cemetery	Need for fencing of the cemetery	Ngulubeni
	Need for Cemetery	Mafambisa, Spelanyane

WARD 11		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water package supply plant	TV 2 & Magwabaratsane
	Need for the reservoir to be filled with water that will last up to 3 or 4 hours so that all community members can get water.	TV 2, 3, 4 & Success, Clau-Clau, Magwabaratsane, Slovo Park, Nkomeni & Ermelo.
	Need for reviving of water infrastructure into a reservoir to supply water to the community	TV 1 – TV 4
	Need for the reconstruction of Ngodini dam	TV1 (Central)
	Need for Reservoirs	TV1 (Central), TV2,3,4, Clau Clau, Slovo Park, Ermelo, Nkomeni, Success, Magwabaratsane
2. Roads & storm water	Need for bus routes	Elijah Mango Phase 3 to Clau-Clau 1; Nkomeni to Mangozeni; From Jemina T-junction to Magwabaratsane, From Nkomeni to Ermelo
	Need for paving of streets	T.V 1 to 4; Slovo; Nkomeni & Ermelo & all entrance streets, Clau-Clau 1 to 3, Magwabaratsane, Madalaskom, Mangozeni & Success
	Need for storm water drainage	Entire ward

	Need for vehicle bridges	Nkomeni to Ermelo, Slovo Park & Magwabaratsane
	Need for a traffic lights	Success T-Junction
	Need for foot bridge and paving	Ermelo
3. Electricity	Need for household connections (including the new settlement)	T.V 3; Mashonamini; Mangozeni; T.V 2; Clau Clau; Ermelo, Magwabaratsane & part of Slovo Park
	Need for street lights & high-mast lights	Entire Ward
4. Housing	Mbuyane Township establishment	Maphakama
	Need for RDP houses	Entire ward
5. Sanitation	Need for VIP toilets	Success & Mangozeni, Ermelo, Clau-Clau, Slovo Park & Magwabaratsane, TV 1 – TV 4
	Need for sewerage system	Entire ward
6. Education	Need for a FET (Technical college)	Slovo Park
	Need for a library	Slovo Park
7. Land	Land for Agricultural purposes	Entire ward
	Need for rural development projects for LED (Fishery)	Ngodini Dam
8. Health	Need for a clinic	TV 2
9. Safety & security	Need for satellite police station	Clau-Clau & TV
10. LED	Need for job opportunities (Technical skills training Centre)	Entire ward
11. Community facilities	Need for a park	TV 1 & Clau- Clau 3
	Need for the upgrading of all existing sports facilities	Entire ward
	Need for a multi-purpose centre with all other sporting codes except soccer	Entire ward
12. Bus shelter	Need for concrete bus shelter	Bus Stops (TV 1, 3, Nkomeni, Ermelo, Mangozeni, Success.
13. Waste management	Need for waste removal	Entire ward

WARD 12		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water supply (sufficient & constant)	Elandshoek; Emgababa; Mashobodo; Kabhamtjie; Kamashobane; Mjalimane; Cairn side & Mankele
	Need household connection. A reservoir has been renovated; but water supply pipes have not been installed	Elandshoek; Mgababa

	Need for regular filling of water tankers	Alkmaar; Schagen; Cairn Trust; Magushete; Mashobotho & Mankele Trust
2. Health	Need for 24 hours clinic. The community has a site where it can be built	Elandshoek
	Need for mobile clinics. The existing ones are not reliable- 2 months can go by without operating	Entire ward
3. Sanitation	Need for sewer system	Elandshoek
	Need for VIP toilets	Alkmaar; Kabhamtjie; Schoemanskloof; Elandshoek
4. Roads & storm water	Need for a over head bridge (over-head comprising of both pedestrian & vehicle bridges is recommended)	Elandshoek; Cairn side
	Need for roads to be maintained	Alkmaar; Mjalimane (Mizzi); Cairn Trust & Hermansburg
5. Education	Need for the upgrading of a school. Currently has grade 1-9 & need to include 10 -12 (youth centre)	Ntabamhlophe
	Need for a crèche	Luvolwethu
6. Electricity	Need for Free Basic Electricity	Ngodwane and Bhamjie as well as the Entire ward
	Need for electricity infrastructure	Elandshoek; Kamashobane; Mjalimane
	Need for Apollo lights	Elandshoek
7. Housing & Land	Need for RDP houses (underway)	Elandshoek; Kamashobane; Mjalimane; Kabhamtjie
	Need for formalization/ tenure upgrade/ title deeds	Sibonelo
8. Waste management	Need for refuse removal services. Dumping holes have been dug as a temporary measure; but not everyone make use of them	Elandshoek
9. Sports facilities & cemeteries	Need for a sports/ play ground	Elandshoek; Alkmaar & Cairn Trust
	Need for a cemetery site. The existing site is next to the river which they get water from.	Elandshoek
10. Safety & Security	Need for a satellite police station	Alkmaar garage
	Need for a police station & police patrol	Elandshoek & Kabhamtjie
	Need for the establishment of CPF	Schoemanskloof & Elandshoek
11. LED	Need for business development	Entire ward

WARD 13		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Housing & Land	Need for RDP houses & Disaster houses	Matsulu; Mandela park; Veza; Nazereth

	Need for stands	Entire ward
2. Water	Water is not enough; shortages & interruption	Entire ward
	Need for 24hrs supply	Entire ward
3. Electricity	Need for street lights	OR Tambo & Walter Sisulu road
	Need for maintenance of existing street & high mass lights	Entire ward
	Power cuts need to be upgraded	Entire ward
	Need for Eskom office in the ward (Not to travel to Kanyamazane because it is far)	Entire ward
4. Road & storm water	Need for roads to be tarred/paved & maintained	Veza; Hue; Protocol; Oliver Tambo; Verimilion & Capital Drive
	Need for surfaced access road	Matsulu to Malelane/Kruger National Park
	Need for a bridge (access road)	Access road to Malelane
	Need for speed humps	Entire ward
	Need for traffic lights at the intersection	Near Spar shopping complex
	Upgrading of road	Road to CODESA
5. Sanitation	Need for sanitation/sewerage	Matsulu; Mandela park; Veza; Nazereth
6. Health	Upgrading of existing clinics	Entire ward
7. Emergency Services	Need for the Ambulance to be available for 24 hours in the clinic	Matsulu local clinic
8. LED	Need for skills development centre and community based businesses	Entire ward for the benefit of women and children
	Support for small businesses (capacitation, funding, etc.)	Entire ward
9. Community Facilities	Need for the renovation of sports ground	Matsulu stadium
	Need for ablution system, change room & palisade fence	Matsuli open ground next to the complex
	Need for parks/upgrading of existing parks	Entire ward
	Need for cemeteries	Entire ward
10. Land availability	Dr Mabuza's land to be converted to an economic development centre	Within the ward

WARD 14		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
1. Roads and storm water drainage systems	Need for tarring and paving of roads and streets	Msholozhi; Phumlane; Hopeville; Phumlane - Steiltes; Matsafeni - Woodhouse; Sterkspruit
	Need for upgrade and maintenance of gravel roads	Matsafeni - Woodhouse; Sterkspruit; Phumlane - Msholozhi
	Need for urgent attention of road intersection	Phumlane - Msholozhi intersection at Katoen

	Need for widening of streets (with sidewalks)	Granite Street and the entire Extension 13
2. Local Economic Development (LED)	Need for shopping malls/complexes	Phumlane-Msholozhi; Agri-village Kankanyisa;
	Need for Wi-Fi hotspots	Phumlane – Msholozhi; Matsafeni - Woodhouse; West Acres Extension 13 and Sterkspruit
	Need for RDP houses	Sterkspruit; Matsafeni-Woodhouse and Phumlane - Msholozhi
	Need for seed funding or start-up funds and mentorship for co-ops	Ward 14
	Need for mentorship for Business forum; Business dialogues and Business Programs	Ward 14
	Need for formalisation	Woodhouse; Hopeville; Phumlane - Steiltes; Mbambo and Kankanyisa.
	Need for training programs	Quarry Operation (Ward 14)
	Assistance with the formation of green scorpions in the ward to curb illegal dumping	Ward 14
3. Water and sanitation	Need for bulk water and reticulation	Newstands; Woodhouse; Mbambo and Kankanyisa
	Need for communal Jojo tanks to be used during events and funeral services	Ward 14
	Need for waste water treatment works and ablution facilities	Msholozhi; Hopeville; Phumlane - Steiltes; New stands; Luggedleni; Woodhouse; Sterkspruit (Kankanyisa and Mbambo)
4. Health	Need for satellite clinics (Community Health Centre)	Phumlane - Msholozhi and Matsafeni-Woodhouse.
	Need for Mobile clinic	Sterkspruit (Kankanyisa - Mbambo)
5. Community facilities	Need for Multipurpose Halls	Phumlane - Msholozhi; Matsafeni Woodhouse; West Acres
	Fencing of cemeteries	Matsafeni; Woodhouse; Phumlane; New stands and Kankanyisa
	Need for Sports facilities	Phumlane - Msholozhi; Matsafeni - Woodhouse and Sterkspruit - Mbambo
	Need for public libraries including wi-fi hot spots	Phumlane - Msholozhi; Matsafeni - Woodhouse; Kankanyisa - Mbambo and West Acres
	Old age multipurpose centre	Phumlane - Msholozhi and Matsafeni - Woodhouse
	Need land availability for churches	Phumlane - Msholozhi and Matsafeni - Woodhouse
6. Safety and security	Need for satellite Police stations (Reviving/ formation of functional CPFs, training and provision of tools of trades for the CPFs)	Phumlane - Msholozhi; Matsafeni - Woodhouse

	Need for police visibility (Reviving/ formation of functional CPFs, training and provision of tools of trades for the CPFs)	West Acres; Sterkspruit
	Need for Disaster Management centre and tools	Ward 14
7.Waste and environmental management	Need for training and funding of Co-Ops for Waste and Re-Cycling	Phumlane - Msholozhi; Matsafeni - Woodhouse and Sterkpruit
	Assistance with the formation of green scorpions to curb illegal dumping	Ward 14
8.Education	Need for a primary and high school	Phumlane Msholozhi.
	Need for a Special needs school to benefit people with disability	Phumlane Msholozhi and Matsafeni - Woodhouse
	Need for Special Boys school	Matsafeni - Woodhouse
	Need for skills development centre	Phumlane - Msholozhi and Matsafeni Woodhouse.
	Need for learnerships, internships and bursaries	Ward 14
	Need for a crèche (Early Childhood Development Centre)	Kankanyisa
9.Electricity	Need for public lighting	Phumlane - Matsafeni; Woodhouse - Matsafeni and Sterkspruit
10.Multipurpose Community Centres (MPCC)	Need for Multipurpose Community Centres (Thusong Centre) including Ward Committee Offices	Phumlane - Msholozhi and Matsafeni Woodhouse

WARD 15		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Education	Need for primary schools	West Acres; Stonehenge & Maggiesdal
	Need for secondary schools	
2. Community facilities	Need for parks to be maintained	Entire ward
3.Roads & storm water	Need for bus routes & declaration of bus routes	Maggiesdal; Hermansburg; Hilltop; Cromdale & Rademeyer
	Need for bus stop shelter	
	Need for public transport network	
	Need for completion of tar roads & fixing of potholes	Stonehenge
4.Waste management	Need for landfill/ waste disposal sites to be closed	West Acres & Stonehenge
	Need for refuse removal services	
	Need for additional refuse bins	Entire ward
	There is a problem of illegal dumping	Entire ward

5.Social services	Need for the upgrading of existing care facilities	West Acres & Stonehenge
	Need for Crèches/ Child Care Centers	
6.Electricity	There is a problem of power cuts; need for the upgrading of power	West Acres & Bester Last
	Need for streetlights to be maintained	West Acres & Stonehenge
7. Safety & security	Need for a SAPS satellite (Crime is very high in Business Developments)	Stonehenge & Maggiesdal
8. Land	Need for protection of Council Land (Land invasion)	Stonehenge & R40 (Maggiesdal)
9. LED	Need for shopping complex	Stonehenge

WARD 16		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Electricity	There is a problem of power cuts; need for the upgrading of power	Entire ward
	Need for streetlights	Entire ward
2.Roads & storm water	Need for bus routes	Maggiesdal; Bergvlum;Cromdale; Rademeyer; Hilltop; Hermansburg
	Need for declared bus routes	
3.Waste management	Need for landfill/ Waste Disposal Sites	Entire ward
	Need for refuse removal services	
4.Health	Need for a clinic	Maggiesdal
	Need for Crèches/ Child Care Centers	
5. Education	Need for primary School	Maggiesdal
	Need for secondary Schools	
	There is a problem of illegal tax rank at Nel Acres	Lowveld high school
6. Safety & security	Crime is very high in business developments	Entire ward
	Need for a SAPS satellite	Maggiesdal

WARD 17		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Land	Housing Development/Township Extension (As per council resolution)	Nelsville/Valencia
	Need for title deeds	Nelsville/Mayfern
3. Electricity	Need for the upgrading of electricity network (Constant interruptions)	Entire ward (Steiltes/Valencia/Nelsville/Uitkyk/The Rest/Mayfern)

	Need for maintenance of street lights	Entire Ward
4. Health	Need for the clinic to operate for 24 hours & be open everyday	Nelsville; Valencia
5. Community facilities	Upgrade of squash court facility	Valencia
	Fixing of wall between swimming pool and sports field	Valencia
	Need for floodlights at sports stadiums	Nelsville
	Fencing of Sport field	Nelsville
	Need for the community hall to be fenced	Nelsville
	Beautification of Nelsville entrances (As included in the budget)- "Upgrade of community facilities" (As per council resolution)	
	Upgrade of parks (equipment/dustbins/access control "fencing")	Nelsville/Valencia/Steiltes/Bergland area
	Renovation of changing rooms at soccer field (As included in budget)- "Upgrade of community facilities"(As per council resolution)	Nelsville
	Need for family friendly park facility at Soccer Ball	Steiltes
6. Roads & storm water	Need for the resealing of roads/need for roads to be tarred	Elizabeth streets (Nelsville) ; Steiltes & Ext 5; Nemizia Valencia
	Removal of paving in Waterbok street at Bergland Laerskool & tar it to make parking in front of the school	Waterbok street (Bergland Laerskool)
	Need for sidewalks to be paved	Rudolf & Cohen streets
	Need for pedestrian bridge	Nelsville & Ghost town
	Need for traffic lights at Dr Enos Mabuza & Valencia Namezia Road	Valencia
	Need for NO TRUCKS sign road going through Valencia (URGENT)	Valencia
	Road sign at Enos Mabuza/Samora Mashela Indicating entrance to Nelsville (URGENT)	Nelsville
	Uitkyk road to be maintained (URGENT)	Steiltes
	Need for bus shelters (URGENT)	Nelsville; Enos Mabuza drive; Ferreira street & Emkhe street; Aurora drive Steiltes
	Need for bridge to be widened	Valencia
	Need for fencing of the bridge over the canal (URGENT)- as included on budget	Valencia
	Need for storm water drainage	Entire Ward
7. Safety & Security	Safety Features at Soccer Ball (Security/Fencing/Access Control)	Steiltes
	Need for SAPS Mobile Caravan/Satellite police station	Nelsville & Valencia

8. Waste management	There is a problem of illegal dumping. Need for skips at strategic points for people to dispose, & placement of pedestrian bins at bus stops & other areas. Need to empty dustbins & skips regularly	Entire ward
	MORE FIXED dustbins at Soccer Ball	Steiltes
	Fixed Dustbins at parks	Entire ward
9. Education	Need for pre-school sites/skills development centre	Valencia; Nelsville
	Need for scholar patrol	Mayfern
	Need for Drop-Zone	Valencia Combined School
10. LED	Need for business development - Basisa primary co-operatives; Sitimele woman project & Valencia paving project	Valencia; Nelsville

WARD 18		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water. Water supply is cut between 09H00 & 17H00	Entokozweni; Tekwane South & Joe Slovo
	Need for a flat rate	Tekwane South
	Stand pipes & water meters are connected at the gate & no connection has been made to the house; residents don't have the required funds to connect into their houses	Tekwane North
	Need for free water to the poor people; particularly those who have received RDP houses	Tekwane North
2. Electricity	Need for house connection	Tekwane North
	Need for lifting of electricity lines. They are currently very low	Tekwane North
	Need for Apollo lights	Tekwane North; Entokozweni; Tekwane South & Joe Slovo
	Need for street lights	Entire ward
	Need for traffic light arrow & traffic lights	At Entrance of Entokozweni
3. Roads & storm water	Need for roads to be maintained/ graded/paved	Entire ward
	Need for storm water drainage system	Collen Road & Tekwane South
	Need for overhead bridge	Entokozweni to Tekwane South
	Need for speed humps	Kamagugu; Tekwane South main road
	Need for storm water drainage	Entire ward
	Need for additional access roads	Kamagugu
	Need for RDP houses	Entire ward

4. Housing & land	Need for the renovation of existing RDP houses	Entire ward
	Need for re-surveying & pax identification	Tekwane South & Tekwane North
	Need for title deeds	Tekwane South & Entokozweni; Tekwane North
	Need for stands for churches	Tekwanec South & Tekwane North
5.Waste Management	Waste collection is a challenge	Entokozweni & Tekwane North (new RDPs)
	There is also a problems of Illegal dumping (causing hazardous to health)	Entire ward
6.Sanitation	Need for a sewer system	Tekwane North & Entokozweni
	Mainline is always blocked	Tekwane North – new RDP
7. Community facilities	Need for playing fields	Tekwane South & Tekwane North; Kamagugu
	Need for floodlights at sports stadium	Kamagugu
	Need for social services offices	Tekwane North new RDP
	Need for community hall	Kamagugu
8.Safety & Security	Need for SAPS mobile station	Tekwane South & Tekwane North
9.Education	Need for a secondary school	Tekwane North
	Need for land to build a school	Kamagugu
	Need for scholar patrol	Entokozweni via Tekwane South
	Need for a library	Tekwane South; Tekwane North & Kamagugu
	Need for free scholar bus transport	Tekwane North
	Need for a crèche	Tekwane North
10. LED	Need for CBP projects (insufficient funds)	All sections
	Need for Women Empowerment programmes	Societies & Home base care
11. Health	Need for a clinic	Kamagugu & Tekwane North
12. Other	Need for the Palisade fencing of Mgwenya River	Tekwane South

WARD 19		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Water	Water is not always available & sometimes it's not clean	Entire ward
	Need for water House hold connections	ZB, Thembeke informal, Mathangini informal, MRTT informal, Gezane informal
	Need for Construction of Reservoir	ZB section, Entokozweni section 1, 2, 3; MRTT informal, Nkandla, Mountain View
	Need for Jojo tanks during unavailability of water (30)	(5) High laying areas
	Replacement of Pipe system (Asbestos)	Entire ward
2.Electricity	Need for household connection	ZB, Mgwenya informal, Mathangini informal, MRTT informal, Gezane informal

	Need for street lights/Apollo lights (high mass)	Opposite Stand123, Buhlebuyeta Primary School, Mathangini informal, ZB informal, Ma-long Homes, MRTT informal
	Need for the existing street lights and high mass (Apollo) to be maintained.	Entire ward
	Need for replacement of removed street lights	Chriss Hani Drive
3.Roads & storm water	Need for streets to be paved.	Umkhuhlu, Mthonjeni, Luxoxo, Muggie, Bhubesini, Bushigwane, Libhubezi, Busika, Loheyane, Umgwaja, Toad, Hairbee, Kiewiet, Emini, Reedbuck, Amakhazane, Hippo
	Fixing of roads and potholes	Entire ward
	Need for a foot bridge	Thandulwazi section i ,ZB section, Ekuzolen section
	Need for car bridge	Ekuzoleni section, ZB section
	Need for storm water drainage system	Ma-19 section, Ma-7 section, Ma-20 section, Ma-21 section, ZB section
	Need for access roads	ZB, Thembeka informal, Mathangini informal, MRTT informal, Gezane informal
	Need for speed humps	Busuku, Moya, Ubhejane, Umkhokha, Lihlobo, Ligogote
4.Sanitation	Need for sewer system in the newly developed areas	ZB, Thembeka informal, Mathangini informal, MRTT informal, Gezane informal
	Relocation of Kanyamazane sewerage treatment plant is health hazardous.	Kanyamazane
5.Health	Need for treatment collection container centres near community (HIV, TB, & other chronically disease)	Kanyamazane
6.Housing, Land & formalization	Formalization	ZB, Thembeka informal, Mathangini informal, MRTT informal, Gezane informal
	Need to buy Thekwene from MEGA for development for human settlement stands	Kanyamazane
	Need to buy adjacent farm to Kanyamazane for development to a Kanyamazane Business Hub (Kasi Economy) Portion 25 of DEHOOP 203JU	Kanyamazane
7.Cemeteries	Cemeteries need to be fenced with palisade and cleaned quarterly.	Z.B & Ma-21 section
8. LED	Need for Resuscitating Portion 9 Madeliesje 138JU for employment creating Programs (<i>Piggery House, Chicken Broiler, Aquaculture, Crusher stone query, Woman in agriculture, Waste Recycling Plant, Toilet Paper Manufacturing</i>)	Kanyamazane
	Need for funding of Pave Brick Projects	
	Need Youth Skills Development centre	Kanyamazane

9.Waste Management	Need for refuse removal by truck in the newly developed areas	ZB, Thembeke informal, Mathangini informal, MRTT informal, Gezane informal
	Need for large containers bins	ZB, Thembeke informal, Mathangini informal, MRTT informal, Gezane informal Ma-19
	Need for truck to collect cud trees	Entire ward
	Need for a community Hall	Entire ward
10.Community Facilities	Need Youth Skills Development centre	Kanyamazane
	Need for public play parks	ZA
	Need for public swimming pool parks	ZA
	Need for maintenance of existing parks	Entire ward

WARD 20		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Roads and Storm water	Roads to be paved and storm water drainage (15 kilometres)	Muco street ,Siter Street, Hlabela Street, Umculo street, Penny whitsle street, panflute strret, Banjo street, twist street, Trombone street, harp street, Bass street, Alto street, Sihleng street, Lullbay street, Barrington Crescent street, Shonalanga Sihleng street, Sunrise street, Lingedla street, llanga street, Simbaal Street, Cello crescent, Ulufu street, Ingwe street,Ingwe street, Soprano street & polka street
	Need for speed humps	Entire ward
	Need for street to be widened to reduce encroachment	Entokozweni
2.Sanitation	Need for sewerage system	Entokozweni and all informal settlement
3.Waste Management	Need for refuse removal skips to be placed at a strategic position	Belladonna Entokozweni Extension 1,2 &3
4. Water	Insufficient water supply	Entokozweni, Sikhulile & Belladonna
5. LED	Need for job opportunities	Entire Ward
	Need for financial assistance for Co-ops in the ward	Entire Ward
	Need for training of Small business and for small business to be capacitate	Entire ward
6. Electricity	Need household connection	Part of Entokozweni ,Belladonna & Sikhulile
	Need for 3 high mass lights	Sikhulile; Belladonna Section; Entokozweni Ext 2 &3
	Need for Apollo lights to be maintained	Ema 31,Ema 38 & Ema 05
7. Housing	Need for RDP houses	Entire ward

	Formalisation of informal settlements	Entire ward
	Individual subsidy of RDP	Entire ward
8. Community Facilities	Need for parks to be maintained and be monitored	Entire ward
	Need for multi-purpose centre	Entire ward
9. Education	Need for addition classrooms	Sivulamasango Primary school
10. health	Need for a clinic	Entokozweni

WARD 21		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	There is infrastructure, but no house connections & insufficient water supply	Mzamane
	There is no infrastructure, no legal house connections & metering	Portia
	There is no infrastructure & an extra stand pipe is required for time being	Enyokeni, Mzamane
2. Roads & storm water drainage Pavement	Need for interlock paving and storm water drainage system	Sport 5, Thwala , Msweli, Zulu, Ema12, honey Dew and Miyane Streets, Mhlume to Mzamane, Mloteni to Shangaan Hill, Impala street via Tsitsa to Tsomo; Jeanette's place to Msweli and Zulu, Honey Dew and Miyane streets opposite complex' Emoyeni street at EXT6 , Manumbela street (Portia); Lietsjie street connecting to Lingoza and Sitselo streets, Libhubezi street (Back opposite to Dr Mabunda Surgery)
	Need for construction of foot bridges to link communities	From Kanyamazane complex to Ema 15
3. Electricity Street Lights	Need for bulk electricity supply	Enyokeni & Portia
	Need for street lights on main roads (crime prevention measures)	Kanyamazane complex to Dutch Reformed Church via Differ's place; Elshaddai church via Former bus depot to main street.
4. Sanitation	Need for waterborne ablution facilities	Entire ward (areas where there is no water borne sewerage system)
5. Human Settlement	Need for the upgrading of the former Hostel	Kanyamazane- Section 5
	Need for RDP houses	Entire ward
6. Community facilities	Need for the renovation community hall	Kanyamazane
	Need for upgrading of sports ground	Back opposite of Central High school
7. Education	Need for Foundation Phase School	Emhlume
8. Health	Need for clinic site	EXT. 4 (Behind Municipal offices)

WARD 22		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Roads & storm water	Need for major streets to be maintained & paved	Main road (From Bus Stop No. 1 to Masinga & Entokozweni phase2) Upgrade from Msogwaba primary to Duma Old bus route to kaMkhwanazi KalaLitswele down to Mlangeni
	Need for foot bridges/ bridges	Several foot bridges from Sihlangu stream to Maseko household
	Need for storm water drainage system	Entire ward
	Naming of streets	Entire ward
2.Water	Water Network, reticulation & household connection	Zamokuhle & Nkomeni church, Yedwa-MaTop, Nkambule, Masinga-RDP, Skhulile-Shishila
	Need for 8 Jojo tanks for funeral	Entire ward (Mashego Community hall)
	Need for water tankers	MaTop & Zamokuhle
	Need for repair of water leaks	Entire ward
	Need for 24hours water supply (insufficient water/ interruptions)	Entire ward
3.Education	Need for high school	Opposite to Masinga RDP
	Need for fence	Duma Primary School & Msogwaba Primary School
	Need for 6 extra classes	Msogwaba primary, Duma Primary School, Yedwa Primary School
4.Housing & Land	Need for serviced stands	Opposite to Masinga RDPs
	Need for 600 RDP houses	Entire ward
	Need for formalization/ tenure upgrade/ little deeds	Entire ward
5.Electricity	Need for high mass lights	Msogwaba cemetery, Zamokuhle, Nkomeni church, Nkambule, Masinga, Shishila 1 St Jones & Shishila 2
	Need for streetlights (crime is very high)	Entire ward
	Need for household connection	Shishila
6.Waste management	Need for collection of waste	Nkambule to Shishila, Msogwaba primary to Duma primary, bus stop to Mshinga RDP
	Need for containers in the dumping site (to be removed once a week)	Entire ward
7.Community Facilities	Indigenous game park	KaMashego,opposite to Masinga RDPs
	Need for recreational park	Near Duma site
	Need for sports grounds	Entire ward

	Need for renovation of palisade fence	Old Kanyamazane cemetery
8.LED	Need for cooperatives	Entire ward
	Need for neighbourhood development & industrial development	Entire ward
9.Safety & Security	Need for security	Old Kanyamazane cemetery
	Need for police visibility/patrols (there is high level of crime)	Entire ward
	Need for satellite police station	Mashigo Community Hall,
10. Health	Need for 24 hours service at the clinic	Eziweni
	Need for additional staff and standby ambulances	Msogwaba Clinic, Ziweni Clinic, and Entire ward
	Need for a mobile clinic	Mashego hall
11. Sanitation	Need for VIP toilets	Entire ward
	Need for the sucking of existing toilets	Entire ward
12. Social Services	Need for food parcel or feeding scheme	Entire ward

WARD 23		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Road & storm water	Need for bus route	Thembisa Sports ground Zakheleni tarven. Khekhe to Apollo. Pholane school to Zakheleni tarven.
	Need for connector road	Sgcinekile pre school down to main road; Mzamane to Enduneni
	Need for storm water drainage system	Entire ward
	Need for 1 car bridge	Gobhoza
	Need for 3 foot bridges	Jericho, Mkheyi; Mzamane & Gobhoza
2. Water	Insufficient water supply (interruption, insufficient and unhygienic water)	Gobhoza and Mbhutini section
	Need for house connections	Thembisa; New settlement (Bhubhushini) & Gobhoza
	Need for Jojo tanks (for funeral)	Entire ward
	Need for 24 hour supply	Reservoir at Eziweni & the Entire ward
	Need for water network	Gobhoza
3. Electricity	Need for household connections	New settlement (Bhubhushini) & Gobhoza
	Need for high mast lights & street lights	Tembisa, kaClean job, Gobhoza and Mkheyi (strategic positions)
4. Housing	Need for RDP houses	60 RDP's
	Need for the renovation of RDP houses	All those built in all the sections of the ward
5. Education	Need for a new secondary school	Gobhoza

	Renovation of school	Sibuyile Primary School & Sibambisene
	Need for Library and a school hall	Sibambisene Primary School
	Additional of six class rooms	Sibambisene Primary School
	Need for toilets at the school	Tiboneleni Primary School
	Need for additional admin blocks and fencing of the school	Sibuyile Primary School, Sibambisene Primary School, Tiboneleni Primary school, Pholane Primary School
6. Sanitation	Need for VIP toilets (600)	Tembisa, Gobhoza, Mzamane and Mkheyi
	Need for BIN Carbons removals once a week	
	Need for the suctioning of existing toilets	
	Need for dumping cabins	
7. Community Facilities	Need for parks and recreational facilities	Daantjie/Thembisa & Gobhoza
	Need for upgrading of sports ground and court	Thembisa
	Need for job linkage centre	Tribal office
	Need for Post box & telecommunication	Sibuyile, Pholani & Gobhoza
	Need for renovation of existing halls	Tembisa
	Need for Community hall, Library and sport centre	Pholani school; Thembisa or Tribal Authority
8. Safety & security	Need for 24 hours police patrol	Entire ward
9. Waste management	Need for waste collection to avoid health hazards	Entire ward
	'No dumping' signs to be installed to prevent dumping of rubbish	Daantjie
10. Land	Need for formalization/ transfer and upgrading/ title deeds	Daantjie
11. Health & social services	Need for a new clinic (fully equipped)	Centre of the ward
	Need for 24 hours service of clinic	For the existing ones & the new one
	Need for additional staff in the clinic	
12. LED	Need for CBP projects & women empowerment programmes	All existing societies & home based care within the ward
	Need for community training on LED to develop business for unemployed citizens and to capacitate them with required skills that will change their lives	Entire ward

WARD 24		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Insufficient water supply	Entire ward
	Need for a Reservoir	Luphisi; Daantjie

	Need for house connections. Multi water connections are there but they are not working	Entire ward
	Need for water purification and a 24 hours supply	Entire ward
	Need for still tanks and its maintenance	Mpakeni
2. Road & storm water drainage	Need for storm water drainage system	Entire ward
	Need for speed humps	Entire ward
	Need for foot bridges	Entire ward
	Bus shelters	Entire ward
	Need for road to be paved	From main road (Clinic road), Sibuyile & Mpakeni
	Need for upgrading of bridge	Sdungeni
3. Community facilities	Need for library	Entire ward
	Need for a park	Entire ward
	There is a problem of illegal connection	Daantjie
	Need for sport facilities (multipurpose center, a community hall)	Mpakeni
4. Housing	Need for RDP houses	Daantjie & Mpakeni
	Need for formalization/tenure upgrade/title deeds	Entire ward
	Need for the renovation of existing RDP houses	Entire ward
5 Sanitation	Need for VIP toilets	Entire ward
6. Electricity	Need for household connections	Entire ward
	Need for street lights	Entire ward
	There is a problem of illegal connection	Daantjie
	There is a problem of problem of power cut	Entire ward
	Need for an Upgrade of Transformer at Mdedeleni	Mpakeni
7.Safety & security	Need for 24 hours police patrol	Entire ward
8. Waste management	Need for waste collection to avoid health hazards	Entire ward
	There is a problem of illegal dumping areas	Daantjie
9. Community facilities	Need for a library	Entire ward
	Need for a park	Entire ward
	Need for sports facilities (multipurpose centre, incl. a community hall)	Mpakeni and Entire ward
10. Health	Need for the clinic to be extended; maintained & upgraded	Sibuyile & Mpakeni

	Need for 24 hours service	Sibuyile & Mpakeni
	Need for additional staff	Sibuyile & Mpakeni
	Need for Standby Ambulance	Entire ward (strategic areas)
11. LED	Need for CBP projects & women empowerment programs	Entire ward
	Need for a shopping complex	Mpakeni
12. Education	Need for a primary school and crèche	Ncakeni
	Need for a library	Mpakeni
	Need for additional class rooms & palisade fence	Siyakhula
13. Other	Need for a mobile Home Affairs, SASSA and SAPS Department	Entire ward
	Need for a cellphone mast (for cellphone network coverage)	Entire ward

WARD 25		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water supply at all times (additional reservoir)	Entire ward.
	Infrastructure maintenance	Mpunzane and Enkunzi
	Need for infrastructure	Comprehensive primary school, Hazypark, part of Sibukosetfu and Bongani
2. Roads & storm water	Need for streets to be maintained	Entire ward
	Need for major bus routes to be tarred	Madala Skom – Majika; Main road from Tribal office to Makhubela; Malangeni
	Need for vehicle bridge (Empunzani)	
	Need for foot bridge	Between Mthimba & Comprehensive paving
	Need for speed humps	Hazypark, Twin college, Shabalala clinic and KaMazweni, Shabalala ZCC, Majika ZCC, (2) Emtimba, Sibukosethu
	Need for vehicle bridge	Between Mthimba and Comprehensive and Engcugce, RDP to cemetre, Shabalala, Khombaso, Mountain View, Mlangeni to Bongane, Msilaskupe, Eshabalala
	Need for storm water drainage system	Entire ward
3. Electricity	Need for paving of roads	Bongani hospital. Shabalala clinic to RDP section, Enkunzi and eSibayeni
	Need for electrification of houses	Comprehensive new stands, Hazypark, part of Sibuko setfu
	Need for electrification	Minyane, Shabalala
	Need for high mass and street lights	Entire ward

4. Community facilities	Need for maintenance of existing sports field	Entire ward
	Need for a community hall	Sand river
	Need for sports field	Sand river
	Need multipurpose centre	Sandriver and Hzypark
5.Sanitation	Need for VIP toilets	Entire ward
	Need for a dumping sites	Entire ward
6.Housing & formalization	Need for RDP houses	Entire ward
	Need for housing allocation for communities as outlined in the waiting list	Entire ward
	Need for maintenance of RDP houses as are cracking.	Entire ward (Constructed houses)
	Need for formalisation (title deeds)	Entire ward
7.Health	Need for a clinic	Mthimba
8.Safety & security	Need for police visibility (crime is very high)	Entire ward
9. Waste management	There is a need for waste removal	Entire ward
10.LED	Need for job opportunities	Entire ward
	Projects implemented within the ward should create jobs for the local residents	Entire ward
11.Cemeteries	Need for cemeteries	Regional cemetery Kamajika. Need for the existing cemetery to be fenced
12. Office	Need for effective services at Home-Affairs (Need for additional staff)	Entire ward
13. Education	Need for primary school	Comprehensives new stands and Hazypark
	Need for High school	Shabalala

WARD 26		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water is insufficient & some areas does not have infrastructure	Hillaria Section
	Need for Jojo tanks	Kahlophe; Maminza & Section 1; 2 & 3
	Need for free water to the poor people; particularly those who have received RDP houses	Kahlophe; Maminza; Section 1,2,&3
	Need for water reticulation	Hillaria
2. Electricity	Need for the installation of 60 street lights and high mast lights	Msogwaba
	Need for the existing high mast lights to be maintained	Ka-Sbhomela & others areas in the ward

3. Roads & storm water	Need for the maintenance of roads. During rainy season, access to schools is very difficult	Maminza street (2km of street to be paved)
	Need for footbridge	Entire ward
	Need for vehicle bridges (Maminza bridge)	Between Hillaria & Duma Schools
	Need for tarring/paving of all roads	Nkambule street (2km)
	Need for bus shelters	Entire ward
	Need for storm water drainage systems. There are houses directly affected by storm water/ culvert pipes to be installed.	Entire ward
4. Sanitation	Sewer bone toilet systems	Ward 26 A
5. Housing, land & formalisation	Need for 500 RDP houses	Entire ward
	Incomplete houses need to be completed	Entire ward
	Need for land for further extension of the residential area	Hillaria
	Need for formalization of informal settlements	Msogwaba Resort & Hillaria new village
	Need for services in the newly established village	Hillaria village
6. Community facilities	Need for the renovation of a community hall and sports facility.	Msogwaba
	Need for a new police station	Msogwaba
7. Education	Need for a crèche	Msogwaba
8.LED	Need for job opportunities	Entire ward
	Local labour employed in the implementation of projects must be given certificates.	Entire ward
	Need for the establishment of cooperatives	Msogwaba
9.Waste removal	Need for waste removal	Entire ward
10. Health	Need for health facilities. Assign ambulance to Pienaar	Entire ward
	Clinic hours need to be extended to 24hrs	Msogwaba Clinic
11. Safety & security	Need for a satellite police station	Msogwaba
12. Cemeteries	Need for cemeteries to be fenced with palisade	Msogwaba

WARD 27		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	There is infrastructure but no water is coming out	Khutsong, Matjaweni, Matsulu Entrance, White Velly and Marikana.
	Need for additional Jojo tanks	Mountain view, Marikana

		Mathangini,youth center and Khutsong
	There is a problem of illegal connections	Mountainview & Mathangini
	Need for household connection	Matjaweni, Khutsong, Marikane, Mountain view.
	Need for the installation of stand pipes	Matsulu Entrance; Mountain view and Mathangini
	Need for a Reservoir	Matsulu West & Matsulu entrance
	Insufficient water supply	Nkwadini clinic
	Leaking water pipes	Within the ward
2. Electricity	Need for household connections	Informal settlement
	Power cut; need to upgrade power	Matsulu West
	Illegal connections	Matsulu entrance; Mountain View & Mathangini
	Need for high mast lights (urgent)	Entire ward
	Need for streetlights	Entire ward
	Need for street lights to be maintained	Entire ward
3. Formalization	Need for formalization	New stands, Mountain View' Matsulu entrance, Khutsong, Marikane and Matjaweni
4. Housing	Need for RDP houses	Entire ward
	Need for the completion of incomplete RDP houses	Section 10; Robben Island & Gijimani
	RDP houses are cracking (Damaged)	Ekukhanyeni
	Need for hostel for Old Age & Orphans	Matsulu West
5. Roads & Storm water	Storm water drainage system	Entire ward
	Need for tarring of roads	Matsulu entrance – Nkululeko; Matsulu West - Frank to New cemetery; Lomshiyo – The local Circuit
	Need for access road	Road to Mountain View
	Roads that cannot be accessed during rainy seasons	Nkululeko circuit road
	Need for foot & pedestrian bridges	Across railway line
	Need for road signs	Entire ward
	Need for maintenance & upgrading of roads	Entire ward
	Need for bus stop & shelters	Entire ward
	Need for a bus shelter	Entire ward
6. Sanitation	Need for VIP toilets	Makarina, White velly, Khutsong and youth centre
	Need for sewer system	Entire ward
	There are no toilets- communities utilize bushes or railway line	Thulani, Mathangini; Mountain view & Matsulu entrance

7. Health	Need for clinic hours to be extended to 24 hrs	Nkwalini clinic
	Need for clinic toilets that are user friendly to people with disabilities	
	Need for the extension of clinic (additional staff & sufficient furniture)	
	Need for mobile clinic	Matsulu Entrance
8. Social welfare	Need for office of Social Worker	Nkwalini clinic
9. LED	Need for empowerment & job creation through projects implemented in the ward	Entire ward
	Need for business development skills/Support for SMMEs (capacity, funding, etc.)	Entire ward
	Need for sufficient funds for CBP	Entire ward
	Need for a new Mall	Matsulu West
	Need for market stalls	Matsulu West; & Matsulu Entrance
10. Community facilities	Need for post office	Matsulu West
	Need for SASSA offices	Matsulu West
	Need for Home Affairs offices	Matsulu West
	Need for Eskom offices	Matsulu West
	Need for Parks & Recreational facilities/upgrading of existing parks	Entire ward
	Need for Sports facilities-upgrading of sports field	Moyeni Sport Ground
	Need for multi-purpose sports complex	Matsulu West
	Need for the fencing of Traditional council cemeteries	Lomshiyo
	Need for water & ablution facilities at Cemeteries	Lomshiyo
	Need for the maintenance & installation of outside light	Imbokodo hall
	Need for a library	Matsulu West
11. Waste management	Need for the removal of refuse removal services	Mountain View, Mathangini, Matsulu Entrance, Khutsong and Marikane
12. Education	Need for scholar transport	Matsulu entrance to Matsulu A;B & C
	Need for a secondary school	Matsulu West; Youth centre
	Need for a primary school	Entire ward
	Need for a combined school	Sibongile primary school
13. Safety & security	Need for 24 hours SAPS availability	Entire ward
	Need for Satellite/ Mobile Police Station	Entire ward
	Need for the recruitment of local volunteers	Entire ward

	Upgrading of existing Police Station / Need for additional SAPS staff	Matsulu Police station
14. Land demarcation	Tenure upgrading/issuing of title deeds	Entire ward
	Land availability for farming	Entire ward

WARD 28		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Roads and Storm Water	Need for streets to be paved / tarred	Hambavangeli street, Days & Paradise (Emfuleni), KaMdikhoni, Sibusisiwe Street, Takheleni, Nkululeko, Zola, Sibuyile, Kruger gate.
	Need for speed humps and pedestrian crossing	From Funindlela, Paradise and police station road.
	Need for pedestrian paving	From Spar to Funindlela
	Need for bus shelter and stop signs	Zola, Funindlela and Sibusisiwe.
	Need for drainage system	Paradise, Nkululeko and Funindlela.
	Need for access roads to public facilities	Nkululeko, Takheleni, Socila Service and Takheleni.
2. Electricity	Need for street lights & Apollo lights/ Poles	Sibuyisile, Mashonamini, Takheleni, Zola, Nkululeko and Vodacom Park.
	Need for existing Apollo lights to be maintained	Newscom; Zola; Takheleni, Habi-Tech; Bizz Corner & Sibusisiwe
	There is always a problem of power failure	Zola & Newscom
3. Water & Sanitation	Need for water supply	Sibuyile; Mashonamini; Khokhoba, Sibusisiwe and Vodacom Park.
	Need for a Reservoir	Vodacom Park
	Need for water infrastructure	Mashonamini; Sibuyile & Vodacom Park
	Need for water borne sewer	Zola Park; Mashonamini; Newscom; Funindlela; Vodacom Park; Takheleni & Sibuyile
	Need for a sewerage system	Newscom; Funindlela; Vodacom Park; Mashonamini; Zola Park; Takheleni & Sibuyile
4. Housing and Land	Need for RDP houses and vacant stand audit	Subuyile and Mashonamini
	Need for formalisation (tittle deed)	Mashonamini and Subusisiwe
5. Education	Need for a new primary school	Mashonamini
	Need for a FET college and a library	Matsulu Ward 28
	Access to bursaries for matric students	Masitakhe and Sibusisiwe
	Need for community involvement in education matters	Funindlela and Takheleni
	Access to ABET programme	Funindlela
	Need for crèches to prepare children for formal education	Takheleni

6.LED	Need for job creation programmes for women & youth (Establishment of Co-ops)	Establishment of Co-ops
	Need for sustainable livelihood programme for vulnerable groups	Greater Matsulu C
	Need for a new shopping complex	Days-Matsulu C
	Need for job opportunities	Entire ward / Program to assist women
	Programmes to assist woman	Entire ward
	Need for a petrol filling station	Next to Days Store
	Support for small businesses (SMMEs) (Capacity, funding, etc.)	Entire ward
7.Health	Need for access to medication at the clinic for chronic patients	Entire ward
	Need for educational awareness and campaigns on HIV & Aids	Entire ward
	Need for a clinic	Matsulu C
8. Social services	Need for satellite office of Home Affairs to address issues of birth certificates; identity documents; foreign nationals; SAPS& Mbombela Office.	At the new Fire Station Building
	Need for satellite offices (SASSA)	
9.Safety & Security	Need for visibility of SAPS, additional staff & upgrading of the existing station	Entire ward
	Need for a police station and extra vehicle	Entire ward
10. Waste management	Inconsistence removal of waste & shortage of dust bins	Entire ward
	Need waste removal	Entire ward
	Need for signs for dumping sites	Entire ward
	Need for local co-operatives to be prioritised in waste management projects	Entire ward
11. Sports field	Need for sports field & upgrading of existing stadium	Masitakhe sports field; Sibusisiwe Secondary school & Winners Park
12. Community facilities	Need for new parks/ Upgrading of existing parks	Mashonamini & Matsulu C
	Need for a community hall	Next to the Police Station
	Need for public library	Masitakhe

WARD 29		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Water	Need upgrading of Aldie reservoir & Gedlembane reservoir (has improvement. Stay few days with no water in.)	Aldie; Faith; Gedlembane; Somcuba; Sawotini; Ekukhanyeni & Ekuphileni
	Need for 2 boreholes	Gedlembane , Aldie and Ekuphileni areas
	Need water connections for 350 households	Gedlembane, Ekuphileni areas and Emathumbini

2. Roads & stormwater	Roads are badly damaged. Need for the reconstruction of Gedlembane Mluti bus route	Gedlembane; Somcuba ,Mluti ,29 & 02
	Need for streets to be paved	Tsela to Thithi; Mandla phones to Mazambane; Xamina& Xawena to bridge kaKhoza. Sindzawonye Eloi to Kuwait; Julius via 123; Ekukhanyeni to Gudlungwenya; Gedlembane to reservoir; Ngoma to Mhlanga & Ekukhanyeni to Mnisi via Old Apostol street, bus stop to kaNyalunga via Gedlembane high school, Thwala to Sifundza, Somcuba to Thithi, Etjanini to Somcuba, kaMaliki to Kuwait.
	Need for foot bridges	Thela stream; Jane stream; Mbuyane stream; Skhanda; Etinkukhwini (Mathebula) kaFreddy, kaStuff, Eziweni, Faith, Emhlumeni, Beauty side & Sawotini (x1 kaFreddy and x1 kaSibiya)
	Need for vehicle bridges	Tsela to Thithi; Mphakatsi 21 stream (Nyoni); Vero Nkosi Ekukhanyeni & Eloi Kuwait road, kaFreddy; Emhlumeni and kaStuff
	Need for the maintenance & upgrade of roads	Gedlembane to Mluti & Dlodlu to Mkhumlakheza
	Need for road designs	Gedlembane (the Alp)
	Need for the sidewalks to be paved	Dlodlu to Mkhumlakheza road and Mbebe to Daantjie Nkomeni
3. LED	Need for job creation opportunities	Entire ward
4. Health	Need for clinics/ health care facilities	Gedlembane; Somcuba; Zwelishana & Sawotini
	Need for upgrade of clinic	Eziweni clinic
	Need for clinic to operate 24 hours	Eziweni and Msogwaba clinics
5. Electricity	Need for infrastructure & households connection	Ekuphileni 30; Ekukhanyeni 20; Sawotini 06; Mkhumlakheza 05& Eziweni 05
	Need for 13 high mass lights	Ekuphileni1; Sawotini2; Xamina 2; Gedlembane 1; somcuba 1 thithi 1; Shishila 1; Eziweni 1; Tsela 1; Emphakatsi 2
	Need for 100 street lights (most needed)	Dlodlu to mkhumlakheza road x20; somcuba to Thithi road x20; Xamina to Zwelisha road x20; shell garage and Gedlembane to mluti road x40
6. Waste management	Need for dumping site management	kaGudlane; gedlembane; Emphakatsi; kaJulius; kaTsela; bus stop eOne; Eziweni; kaCaba; Somcuba; Thithi; Shishila primary school; old cemetery; Somcuba road next to vehicle bridge
	Need for refuse removal	Entire ward
	Need for parks & recreational facilities	Entire ward

7. Community Facilities	Need for sports facilities	Entire ward
	Need for palisade fencing of cemetery	Msogwaba old cemetery
8. Housing	Need for 110 RDP houses for collapsible structures	Entire ward
9. Education	Need for the primary school ground to be graded and a palisade fence around the school	Shishila primary school
	Need for beautification of school	Shishila primary school
10 Sanitation	Need for 2 500 VIP toilets	Entire ward
11 Safety & Security	Need for police patrol	Entire ward

WARD 30		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need upgrading refurbishment of existing water infrastructure including raw water storage and increased resource allocation to cater for proposed addition housing development. Need better management of water treatment and reticulation.	White River
2. Sanitation	Need public toilets	White River CBD
	Need upgrading of existing sewer system and improved operation of the waste water treatment works, as well as better equipment for sewer maintenance team(s). This is under stress now and will be totally inadequate for proposed additional housing development.	White River;
3. Roads & storm water	Need for better sidewalk maintenance and better quality workmanship on what is done.	White River
	Need for Impala street access to be restricted to prevent heavy truck traffic – 17 tonne limit to be enforced.	
	Need for roads all the roads to be listed in the White River Map	Golden Berry & Boegerberg streets
	Need for the linkage between the road from industrial area to the R40	White River
4 Transport	Spoornet railway should be re-instated and considered and used as an alternative mode of transport.	White River
5. Electricity	There is a problem of power cuts and additional capacity must be provided to cater for proposed additional housing and needed additional commerce / industry.	White River
6. Fire and Emergency Services	Need for fire facilities to be upgraded (Equipment to be upgraded according to SABS standards)	White River

7. Waste management	Need for transfer station to be better organised to facilitate recycling	White River
	Need for the CBD to be cleaned & other building need to be renovated	
8. Education	Need for additional school capacity to cater for projected new housing populations	White River
	Need for additional pre- and after-school facilities to cater for projected new housing populations	
9. Health	Need for the upgrading of existing health care facilities, which are already overloaded, to cater for projected new housing populations	White River
10. Social services	Need for Orphanage; Old aged homes & hospices to cater for projected additional population.	White River
	Need for crèches/ child care facilities to cater for projected additional population.	
11. Community facilities	Need for parks & recreational facilities to cater for projected additional population.	White River
	Need for sports facilities to be renovated / maintained and new fields developed to cater for projected additional population.	
	Need for the community hall to be fully renovated to cater for projected additional population.	
	Need Police Station to be increased / renovated to cater for projected additional population.	
	Need Magistrates' court to be enlarged / refurbished to cater for projected additional population.	
12. LED	Need co-ordinated and consolidated industrial area development to assist in job creation to cater for projected additional population.	White River
	Need for a space of trading for the hawkers and for this to be allocated once public toilets have been provided.	

WARD 31		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Roads & storm water	Need for the tarring & paving of street	Entire ward
	Need for foot bridges	Gutshwa to Sibhule School; Gutshwa to Dippini Bhuga; Bhuga to Half way; Bhayizani to Gutshwa Primary School & Bhayizane old sewerage to Halfway
	Need for road maintenance	Entire ward

	Need for speed humps	Next to clinic in Bhuga; Poponyane; On the dam towards the field; Halfway to Bhejukufa & Next to ka-Mabuza towards the school in Gutshwa, kaGorden
	Need for road signs	Bhuga to Ngulubeni & Khumalo Tribal Authority road
	Need for overhead bridge	Sbhulo; Edhibini; Mhlanga; Lomangcingci; Kamagagula & Maphakama
	Need car bridge	Between Sifunindlela & Gutshwa; between Zikode and Maseko cemetery
	Need for the access road to cemeteries	Road to the cemetery
	Need for storm water drainage	Thulula; Nkohlakalo
2. Water	Insufficient water supply	Entire ward
	Need for the upgrading & maintenance of the existing infrastructure	Entire ward
	Need for new house connection	Bhuga; Lucia Park & Gutshwa.
	Need for boreholes	Poponyane area; ; next to the sports field, Lucia Park; Bhayizane, Julukane; Bhuga Nkomeni ,Nkohlakalo & Halfway next to Mbombela bricks
	Need for Jojo tanks	; Mkheyi; next to Ngobe in Bhayizane; Silubane & Bhuga, Poponyane, city spoilers ground
3. Electricity	Need for house connections	The area next to the old sewerage; area next to Mbombela bricks; the area next Lucia park next to cemetery.
	Need for street lights/Apollo	From Magagula to Poponyane & from the road to Sbhulo school and from Bhejukufa road to kaLomangcingci
4. Sanitation	Need for VIP toilets	Entire ward
5. Housing	Need for RDP houses	Entire ward
6. Waste Management	Need for dumping sites and garbage trailer	Halfway, Mbombela bricks and next to Sbhulo hall
7. Community facilities	Need for a community hall	Gutshwa
	Need for youth centre	Bhuga
	Need for playing park	Gutshwa
8. Education	Need for additional classes & admin block	Gutshwa (Zikode secondary) & Gutshwa primary
	Need for comprehensive school (crèche & primary)	Poponyane
9. Safety & security	Need for 24 hours visibility of police	Entire ward
10. LED	Job opportunities	Entire ward
11. Health	Need for additional staff	The existing clinic
	Need for 24 hours service	
	Need for maternity room	

	Need for kitchen	
12. Cemetery	Need for the fencing of cemetery	Bhuga; Bhayizane & Gutshwa

WARD 32		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water supply	Sincobile; Mhlume; Thembelihle; Phola Park; Mashonamini; Dwaleni & Teka Takho; Gutshwa
	Need for water tanks/Jojo tanks and three (3) boreholes	Entire ward
2. Electricity	Need for households connection	Thembelihle; Part of Phola Park; Mhlumeni & Dwaleni section; Teka Takho & Gutshwa
	Need for street light (Strategic positions)	Entire ward
3. Roads & storm water	Need for major roads to be paved & tarred	Entire ward
	Need for a bus route	Dwaleni; Teka Takho & Gutshwa
	Need for foot bridges	Teka-takho; Gutshwa; Dwaleni & Phola park
	Need for speed humps	Dwaleni; Gutshwa; Teka takho & Phola park
	Need for robots	Teka Takho Four way stop
4. Waste Management	Need for waste removal	Entire ward
5. Sanitation	Need for sewerage management system. VIP toilets must be provided as a short term solution	Phola Park; Teka Takho; Part of Thembelihle & Dwaleni; Gutshwa
6. Community facilities	Need for the upgrading of sports field	Dwaleni; Gutshwa; Phola Park & Sincobile
	Need for a community hall & library	Entire ward
	Need for a new cemetery & fencing of the existing cemetery	Entire ward
7. LED	Need for technical skills training centre	Entire ward
8. Housing & Land	Need for RDP houses	Entire ward
	Need for land for agriculture purposes	Gutshwa; Dwaleni & Teka Takho
	Need for formalization	Masakhane; Teka Takho; Thembelihle & Mhlumeni
9. Health	Need for additional staff at the clinic	Dwaleni & Gutshwa
10. Safety & security	Need for a satellite police station	Dwaleni & Gutshwa & Phola Park
11. Education	Need for a primary school & creche	Teka Takho
	Need for transport to assist kids	Entire ward

WARD 33		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Water is scarce (only available in the morning from 5h00 am to 7h00 am)	Entire ward
	Pressure of water is very low & higher areas are unable to get water. Need for boreholes	Maporo; Bhejukufa (Mphotholozzi) & Mililand Barcelona & Sandzile area
2. Electricity	Need for Apollo lights	Nkohlakalo; Bhejukufa; Mthonjeni; Barcelona; Sandzile & Phumla Majaji
	Need for street lights	Mililand; Nkohlakalo; Barcelona; Maporo; Damini to Themba Hospital; Ngodini High; Mthonjeni; Sandzile & Phumla Majaji
	Need for the existing Apollo lights to be maintained	Entire ward
	Need for household electrification	Sandzile; Nkohlakalo & Majaji village
3. Roads & Storm water	Need for major streets to be tarred/paved	Mealiland; Maporo; Barcelo; Cemetery road
	Need for foot bridges	Talukwatini leading to Kabokweni Complex ; Sandzile area (Dutch); Nkohlakalo & Barcelona
	Need for a vehicle bridge	Nkohlakalo to Bhejukufa & Shikisha bridge
	Need for speed humps	Nkohlakalo, Maporo & Sandzile area
	Need for traffic lights & traffic signs	Kabokweni Complex
	Need for storm water drainage	Entire ward
4. Waste management	Need for a dumping site & collection of waste	Bhejukufa
5. Education	Need for community library to be extended	Kabokweni library
6. LED	Need for job opportunities	Entire ward
7. Community facilities	Need for the upgrading of sports ground	Maporo & Nkohlakalo grounds
	Need for the renovation of community hall	Kabokweni community Hall
	Need for fencing to prevent illegal dumping	Maporo ground
	Need for the renovation; extension of municipal offices & construction of guard house	Municipal Offices; Cemetery & Community hall at Kabokweni
	Need for the fencing of cemetery	Kabokweni
8. Housing	Need for RDP houses	Entire ward
	Need for sites	Entire ward
9. Health	Need for the extension & renovation of Kabokweni clinic	Kabokweni
10. Formalization	Need for formalization	Bhejukufa & Kabokweni (new settlement)

WARD 34		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Roads & storm water	Need for main roads to be tarred	Makoko to Mashonisa bus route (Bermuda); Phameni bus route (Bermuda); Numbi bus route (Bermuda); Chweni Spieonkoop road; Malekutu to Chweni bus route (Bermuda)
	Need for main streets/roads to be paved	Chweni (Gwegwenene); Phameni (road between Jacob secondary school & Kusile primary school)
	Needs for speed humps	Mabuza improvers, Makoko(1 on the entrance to makoko primary) (1) Speed hump in Nelson Mandela and (1) next to ST Johns, Chief Albert unit. (3 Chweni) - 1 at Sebeba; 1 kaProc restaurant; 1 Emganwini
	Need for main roads to be re-gravelled	Makoko; Phameni; Malekutu Scombantwana to Chweni and Mabuza Improvers.
	Need for ring road	Chweni & Phameni
	Need for vehicle bridges	Phameni to Makoko bridge, Chweni in Sebeba
	Need for foot bridges	Makoko – Elsie Silinda to Mashonisa x 1 Jacob Mdluli Secondary School x1 & Paulos bridge leading to Masilela Cemeteries (Phameni).
	Need for existing foot bridge to be upgraded	Chweni (Scom- Bantwana x2; Gwegwenene x1
	Need for V drains	Makoko - from Freddy Nkomo down to Sbovana) From main road street to Lizzy Sengwayo down to the fields. From main road pass Sbongile Monareng house to Sipho Mathe's huse to the fields Nkala; Layekile
	Need for storm water pipes	Makoko- x1 Masilela main Road X1 From Mdluli road to the bridges before turning to Phameni Chweni- Sebeba foot bridge
2. Water	Need for boreholes	Makoko: (1) JJ Malandule (1)Nelson Mandela (1) Tutu Unit Chweni: Scombantwana (1) Sebeba(1) Malekutu Mabuza improvers: (1) Borehole next to cemetery.

		(1) KaMaluleke emasimini (1) E ST Johns (1) eGushede Street near kwaZolimo Phameni: (1) borehole kaDanger Ngomane (1)ka Mnisi Mavela (1) borehole next to Nelisiwe
	Need to increase/upgrade capacity to reservoirs & boreholes to be installed	Chweni; Phameni; Malekutu Mabuza Improvers. Makoko
	Need for Jojo tanks	Makoko: (1) jojo tank in chief Albert Luthuli; Jojo tank in JJ Malandule Chweni: (1) jojo tank in Sebeba Malekutu (Mabuza improvers): (1) jojo in kwaBhono; (1)Jojo tank Phameni
	Need for steel tank	(1)Steel tank ngase Mtomeni
3. Electricity	Need for household connections	Chweni (Scom-Bantwana & Chicken Farm); Phameni; Makoko Nelson Mandela & Musa Mbuyane
	Need for high mass lights	Malekutu- Mabuza Improvers x1; Tentele Good Enough x1; Mtomeni new steel tank x1; eCrossini near crèche x1; near driving school at Buy back centre x1; Makoko near Sedibe and Makoko school x1; at Nelson Mandela x1; near Musa Mbuyane x 1; near Elsie Silinda Chweni – Sebeba x1; Scombantwana x1; next to Chweni primary x1; Phameni – kaPiet Khoza shop x1; next to Phameni community hall x1
	Need for the existing street lights to be maintained	Entire ward
	Need for the upgrading of electricity capacity to increase power	Phameni; Chweni; Makoko & Malekutu (Mabuza Improvers)
4. Community services	Need for community halls (to be first priority in adjustment budget)	Chweni
	Need for sports facilities	Malekutu, Makoko,
	Need for renovation of community hall	Makoko
	Need for ablution facilities & fencing of cemeteries	Entire ward
	Need for parks	Phameni & Makoko Nelson Mandela
	Need for park maintenance	Makoko (Existing park); Chweni
5. Health	Need for new clinics	Phameni; Chweni; Malekutu Mabuza Home Improvers.
	Need for the upgrading of the existing clinic to operate for 24 hrs	Makoko
6. Education	Need for primary school	Malekutu- Skom Bantwana

	Need for Administration Block	Chweni (Chweni Primary School) & Makoko Primary School
	Need for addition of classes	Chweni Primary school
	Need for safety in schools	Entire ward
	Need for FET college for matriculants	Phameni
7.Social services	Need for sport facilities	Malekutu (Mabuza Home Improvers)
	Need for old age pay centre	Makoko; Chweni
8. Housing & Land	Need for RDP houses	Entire ward
	Need for formalization (tenure upgrading)	Entire ward
9. Sanitation	Need for VIP Toilets	Entire ward
10. LED	Need for skills development to community members; entrepreneurship & tourism.	Entire ward
	Need for brick laying factory & embroidering & printing factory	Makoko
	Need for a shopping mall	Makoko –Mdluli Tribal Authority
11. Safety & security	Need for 24 hours visibility of SAPS	Entire ward
	Need for Satellite Police Station	Chweni & Makoko (next to the Traditional Authority area)
12. Waste management	Need for waste removal	Entire ward

WARD 35		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Insufficient water supply	Entire ward
	Need for Jojo tanks (for interim relieve)	Thembisa, Ermelo, Siligane; Nkohlakalo; Tycoon; Half Way; Lindela; Buyelani; Maswirijini; Matangaleni; KaMabopha; Sifunidlela Built it.
	Need for boreholes	Siligane; Tycoon; Lindela; Maswirijini; Matangaleni; KaMabopha; Built it; Thembisa; Half way.
	Need for a Reservoir	Nkohlakalo & Bhuga
2. Electricity	Need for household connections	Halfway; Bhuga; Mtangaleni; Bhaburi; Part of Siligane; Sifunindlela; Skonkwane; Maswirijini; Matangaleni; Tycoon
	Need for streets lights or high mast lights	All the crime hot spots i.e. KaMagagula to the clinic in Matangaleni; Mpompoli to Maseko ring road; Siligane to Tycoon; Sifunindlela to Siligane; Elijah Mango to Ermelo
3. Roads & storm water	Need for the roads to be paved/tarred	Thembisa- Maria road; Nkohlakalo-Mpompoli road; Halfway-Mabuza to

		cemetery road; Sifunindlela – Built It road; Siligane school road; Mvangatini road
	Need for foot bridges	Siligane to Tycoon; Matangaleni to Siligane; Sifunindlela to Gutshwa; Sifunindlela to Losana
	Need for overhead bridge	Main road to Mpompoli primary school and Sifunindlela primary school
	Need for road signs	Ngulubeni to Bhuga road & tribal authority road.
	Need for bus shelter	Entire ward (all bus routes)
	Need for access road to cemeteries.	Siligani & Matangaleni (to be paved)
	Need for storm water drainage	Siligane; Sifunindlela; Matangaleni; Ermelo; Tembisa; Part of Nkohlakalo & Half Way
	Need for speed humps	Matangaleni (x2); Build it (x1); Siligane (x1) & Magagula (x1)
4. Housing	Need for RDP houses	Entire ward
	Private land acquisition for community	Entire ward
5. Community facilities	Need for a community hall	Sifunindlela community hall
	Need for a library; with access to internet	Matangaleni next to park
	Need for sport field to be upgraded	Entire ward
	Need for a multipurpose centre	Entire ward
	Need for the maintenance and fencing of cemetery	Matangaleni, Nkohlakalo, Tembisa, Siliga & Sifunindlela; Emkangatini; Buyelani
	Need for water & ablution facilities at cemeteries	Siligani & Matangaleni
	Need for a park to minimize the youth from going to tavern	Next to Build it soccer ground
6. Sanitation	Need for VIP toilet	All sections
7. Health	Need for another clinic (the population has grown tremendously)	Old sewerage (Sifunindlela)
	Zozo's must be placed at the clinic to reduce congestion	Bhuga CHC
8. LED	Need for market stalls	Kamagagula
8. Education	Need for a primary school	Siliga & Matangaleni
	Need for a crèche	Entire ward
9. Safety & security	Need for 24 hours visibility of police	Entire ward

WARD 36		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1.Road & storm water	Need for the tarring/ paving of roads	Mthombo high school to Newscom steel tank; Newscom Ka Tsila; Emoyeni kaSilinda; Sunshine to Magagane; Nkanini; Zomba cemetery; Zomba tar to Masjid
	Need for foot bridge	Emoyeni , Zomba and Newscom Ka Mbombi
	Need for vehicle bridge	Emoyeni and ZOmba, Newscom to Emoyeni
	Need for storm water drainage	Sunshine street next to sunshine cafe from KK Bus Stop; Street from KK Bus Stop; Nkanini & Mthombo high school street
	Need for clearing of roads	Entire ward
2. Water	Need for 2 Reservoirs	Zomba & Newscom
	Need for connection of pipes	Newscom
	Need for refurbishment scheme	Entire ward
	Need for boreholes	Zomba and Moyeni
	Need for jojo tanks	Zomba and Moyeni
3. Electricity	Need for electricity infrastructure	Newscom Ezembeni
	Need for Apollo lights	Newscom; Nkanini; Mthombo High school; Zomba next to Mthunzi primary school; Thembaletu; Sunshine street & all crime spots & Emoyeni
	There is a problem of illegal connection	Entire ward
4. Sanitation	Need for VIP toilets	Zomba & Emoyeni
5.Housing	Need for RDP houses	Entire ward
6. Health	Need for a clinic	Zomba
7.Community facilities	Need for a library	Entire ward
	Need for a community hall	Newscom
	Need for a crèche & pre-school	Newscom
	Need for sports ground	Entire ward
8.Safety & Security	Need for satellite police station	Newscom
9. Cemeteries	Need for fencing & cleaning of cemeteries	Emoyeni; Newscom & Zomba
10. LED	Need for projects to create jobs	Zomba and Moyeni
11. Waste Management	Need for land fill site & collection of waste	Entire Ward

WARD 37		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for and sufficient constant water supply	Entire ward
	Need for Jojo tanks	Malekutu; Part of Khumbula (Zwide & Riverside)
	Need for upgrade of a borehole	Malekutu (5 boreholes) & Riverside-Khumbula (1)
2. Roads & storm water	Need for roads to be tarred	Mjejane to Malekutu;
	Need for the roads to be paved	Malekutu; Zwide; Riverside; Mashonisa.
	Need for foot bridges	Malekutu, Khumbula; Mjejane to Buyelani
	Need for bus shelter	Mjejane
	Need for street light and maintenance of existing street lights	Malekutu and Zwide River side.
	Need for the upgrading of electricity to increase power	Khumbula & Malekutu
3. Electricity	Need for households electrification	Phondweni, Mjejane, Khumbula, Malekutu
	Need for street lights & maintenance of existing street lights	Malekutu, Zwide Riverside
	Need for the upgrading of electricity to increase power	Malekutu; Khumbula
4. Housing	Need of RDP houses	Entire ward
5. Sanitation	Need for 750 VIP toilets	Malekutu (600); Khumbula(150); Mjejane
6. Health	Need for a new clinic	Malekutu
7. Education	Need for extensions of class-rooms	Mandundu Primary School & Vutselani Primary School
	Need for access to AET programme	Mjejane
	Need for crèches to prepare children for formal education	Mjejane
	Need for safety in schools	Malekutu & Malekutu Primary School
8. Community services	Need for the renovation of stadium	Ntsikazi stadium (Khumbula)
	Need for a community hall	Malekutu
	Need for cricket sport field	Malekutu
	Need for maintenance of a park	Malekutu park
9. LED	Need for skills development programmes on entrepreneurship & tourism	Makoko
	Need for brick laying factory & embroidering & printing factory	Malekutu
	Need for job opportunities	Entire ward
10. Safety & security	Need for Satellite Police Station and 24 hour monitoring	Malekutu

11. Social services	Need for old age pay point	Khumbula
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WARD 38		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for water supply (upgrade phase 3) & boreholes	Mbonisweni; Backdoor; Makotapenini; Buyelani & Phathwa
2. Electricity	Need for households connection	Bhongindlala; Backdoor; Phathwa & Mbonisweni
	Need for upgrading of electricity	Hillsview
	Need for street lights	Phathwa; Backdoor & Mbonisweni
3. Roads & storm water	Roads are in bad conditions, need to be tarred/ paved	Hillsview; Mbonisweni Clinic road & Pathwa (Road to grave yards)
	Need for speed humps	Hillsview; Phathwa & Mbonisweni
	Need for traffic circle	Backdoor intersection
	Need for bus shelters	Entire ward
	Need for side walks	Mbonisweni
4. Community hall	Need for a community hall	Mbonisweni
5. Sports facilities	Need for the upgrading of existing sport fields	Hillsview; Phathwa; Mbonisweni & Backdoor
6. Land & Housing	Need for land for residential development	Hillsview & Mbonisweni
	Need for RDP houses	Hillsview; Mbonisweni; Backdoor & Phathwa
7. LED	Need for employment. Many people are not working	Entire ward
8. Education	Need for a secondary school	Hillsview
	Need for scholar transport to assist kids	Entire ward
	Need for a library	Hillsview
9. Health	Need for a clinic	Hillsview & Backdoor
10. Sanitation	Need for VIP toilets	Phathwa
	Need for the upgrading of sewer infrastructure	Hillsview & Backdoor
11. Safety & security	Need for SAPS to be visible	Entire ward

WARD 39		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need to expand reticulation system, do away with water tankers & replace with boreholes	Mashonamini
	Need for Jojo tanks	Nyonganex5 & Numbi; Mashonaminix4;
	There is infrastructure, but no water. Water comes out once in a life time.	Nyongane; & Numbi

2. Roads & storm water	Need for the road to be tarred	Ifalethu via Gerald tarven eMathankeni to national bar lounge; entrance road from tar to eBhontshisini; KaMshwane to Inkunzi secondary school & Nyongane via Gravel yard to KaNkosi's store (1;2km)
	Need for Bermuda roads to be completed	Numbi
	Need for the Ring road	Numbi
	Need for foot bridges	Mashonamini to Numbi George Mhaule school;
	Need for vehicle bridge	Edibhini eNyongane; from Mthimba emhlangeni to cemetery eNumbi.
	Need for 4 speed humps	2Nyongane & 2Numbi
	Need for traffic signs & pedestrian crossing	Numbi & Nyongane
	Need for public transport	Kruger National Park
	Need for bus shelter & bus stop signs	Kruger National Park
	Need for V-drains	Entire ward
3 Electricity	Need for household connections	Numbi (Esantini and Mashonamini); Nyongane (Madushula Block); Mbongolweni Block ; Rockville zone2
	Need for apolo and street lights	Numbi ; Nyongane
4. Community services	Need for a community hall/ multi-purpose centre	Numbi & Nyongane
	Need for community park	Numbi
	Need for cemeteries	Nyongane
5. Housing	Need for 430 RDP houses	Numbi and Nyongane
6. Sanitation	Need for VIP toilets & Sewerage system	Entire ward
7. Health	Need for a clinic	Nyongane & Numbi
	Need for a satellite clinic	Berg-en-Dal; Pretoriuskop & Skukuza
	Maximise HIV & Aids Centre for educational purposes	Entire ward
8. Education	Need for a primary school	Nyongane & Numbi
	Need for a secondary school	Mashonamini
	Need for an Admin block & additional classrooms	George Mhaule
	Need for a library	Numbi & Nyongane
	Need for access to bursaries (for matric students)	Entire ward
	Need for access to ABET programme	Entire ward
	Need for Day Care Centres	Nyongane / Numbi
	Need for FET or TVET college	Entire ward
9. Sports facilities	Need for the maintenance of existing sports ground	Entire ward
	Need for sports facilities	Kruger National Park

	New sports	Mashonamini Numbi
10. LED	Need for job opportunities	Entire ward
	Need for skill development on entrepreneurship & tourism	Entire ward
	Need for shelters for vendors	Nyongane & Skukuza
	Need for market stalls	Kruger National Park; Nyongane
	Need for sustainable livelihood programme for vulnerable groups (Marula Project)	Entire ward
	Need for Pig project	Numbi and Nyongane
	Need for chicken farm project	Numbi
	Need for assisting Home Base Care	Numbi and Nyongane
	Need for site development	Numbi and Nyongane
11. Safety & security	Need for the 24 hrs visibility of SAPS	Entire ward
	Need for fire station	Numbi
12. Offices	Need for Department of Public Works Offices	Nyongane
	Need for Department of Agriculture Offices	Numbi
	Need for municipal offices	Numbi
	Home Affairs offices	Numbi
13. Waste Management	Need for waste removal	Entire ward

WARD 40		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
1. Water	Need for house connections	Entire ward
	Need for boreholes	Maphakama
	Need for jojo tanks	Maphakama & Gedlembane
2. Roads & Storm water	Need for vehicle bridges	Nkanini; Mphakatsi
	Need for pedestrian bridge	Gedlembane
	Need for roads to paved/tarred	Entire ward
	Need for water sorm pipes	Entire ward
	Need for access roads	Entire ward
3. Education	Need for a primary school	Maphakama
	Need for a pre-school	Maphakama
4. Electricity	Need for Apollo lights(high mast lights)	Entire ward
	Need for street lights	Entire ward
5. Housing	Need for RDP houses	Entire ward

WARD 40		
PRIORITY	PROBLEM STATEMENT	AFFECTED AREAS
6. Waste management	Need for waste collection to avoid illegal dumping	Entire ward
7. LED	Need to empower small enterprises	Entire ward
	Need for women empowerment programmes	Entire ward
8. Safety and security	Need for a mobile police station	Emoyeni
	Need for SAPS 24 hours visibility	Entire ward
9. Community Facilities	Need for a community hall	Lihawu
	Need for a sports facilities	eMoyeni
10. Sanitation	Need for sewer pipes	Entire ward
11. Transport	Need for a public transport facility	Lihawu
12 Health	Need for a clinic to operate 24 hours	Msogwaba
	Need for a mobile clinic	Lihawu; Gedlembane; Vukasambe

WARD 41		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
1. Water	Insufficient water reticulation as a result of ever increasing number of household	Enkomeni, KaMadakwa Ndlovu
	There is the problem of water interruption	Ext8, Ext3, Ext 14, Ext15, Ext 16, Ext 10B, Emjindini Trust, KaMadakwa Ndlovu
	Need for boreholes	Ext13, Ext15, Ext16, Ext14, Ext10B, KaMadakwa Ndlovu
	Need for stand pipe & water meter connection	KaMadakwa Ndlovu, Emjindini Trust, Ext 15, 16
	Need for new dams to cater for increasing demand	Emjindini Trust, KaMadakwa Ndlovu, Ext8 Ext13, Ext14, Ext15, Ext16
	Need for free water	Entire ward
	Nonfunctional fire hydrant to assist during fire disaster	Ext13, 10B
	Increasing demand of water which exceeds the current water capacity	Entire ward
	Illegal water connection	Entire ward
	Water insufficient and some areas does not have infrastructure	KaMadakwa Ndlovu
	Need for boreholes	Entire ward
	Need for Jojo tanks	Entire ward
	Fencing of reservoir	Emjindini Trust.
2. Electricity	Insufficient supply of high mast light in rural areas and location	Enkomeni, Egushede, Moddies, Mangozeni, Monrose, Extension , 10B, Ext 13, 14, 15, 16, 8 and KwaMadakwa Ndlovu.
	Lack of household connection in rural areas	Kempstone, Enkhomeni, KaMadakwa Ndlovu, Monrose, KaDundu (new settlement)
3. Education	Need for a secondary school	Ext 13
	Need for a combine school	KaMadakwaNdlovu

	Need for school libraries and halls	Sikhutsele Primary School, Khanyisile Primary School, Moodies Primary School, Funwako Secondary Secondary.
4. Roads& storm water	Poor condition of road infrastructure which Serve as a barrier to effective transportation/streets (internal) in bad condition especially during rainy season	Main Road from Barberton to Emjindini Trust,KaMadakwa Ndlovu,Extensions 8,13,14,15,16, Road linking Ext 10B with Prison Farm to KaMadakwa Ndlovu
	Need for a footbridge	KaMadakwa Ndlovu,Kempstone,
	Need for a vehicle bridge	Between Ext.11 and Ext.16,
	Need for upgrade of vehicle bridge	Between Ext.10 and Greyville
	Need for bus shelter	Emjindini Trust,KaMadakwa Ndlovu,Ext 13,Ext 14,Ext8,Ext 10B
	Need for speed humps	Whole ward
	Need for footbridge between KaMadakwa Ndlovu and Khanyisile Primary	KaMadakwa Ndlovu, Kempstone
	Need road traffic sign	Emjindini Trust,KaMadakwa Ndlovu
	Lack of tarring and paving of road	Ext 8, Ext13, Ext 14, Ext 15, Ext 16, Emjindini Trust,KaMadakwa Ndlovu, Ext 10B
5. Human Settlements	Insuficient supply of adequate housing in rural areas	Entire ward
	No title deeds issued	Emjindini Trust & KaMadakwa Ndlovu
	Need stands for middle income eaners	Entire ward
	Need for formalization in of informal settlements	Emjindini Trust& KaMadakwa Ndlovu
	Need for the completion of incomplete RDP houses	Emjindini Trust ,KaMadakwa Ndlovu Ext 13, Ext 14, Ext15, Ext 16
	Need for church stands	Entire ward
	Need for RDP houses	Emjindini Trust, KaMadakwa Ndlovu, Ext 15, Ext 16
6. Sanitation	Lack of bulk sewer and reticulation system within the ward	Emjindini Trust ,KaMadakwa Ndlovu,Ext 15, Ext 16
	Constant leak/burst of sewerage pipe and overwhelmed drainage system due to decline in capacity to cater the new extension	Ext. 8, 10B,
	Need for upgrade of the sewer pump station	Ext.10B
	Need for Flushing toilet	Emjindini Trust,KaMadakwa Ndlovu,Ext 15, Ext 16
7. Health & social service	Lack of primary health care facilities In new Extension and rural areas	Extension14,KaMadakwa Ndlovu, Emjindini Trust
	Need for the clinic to be extended maintained&upgraded	Emjindini Trust (Kempstone)
	Need site for collection of medicine for chronic medication diseases	Kamadakwa Ndlovu, Emjindini Trust, Ext.16
8. Community facilities	Lack for public library to cater for the information needs of the ward residents	Ext 14,KaMadakwa Ndlovu,Emjindini Trust, Ext 13
	Lack of community hall within the ward	KaMadakwa Ndlovu,Emjindini Trust,Ext 13
	Lack for youth centre	KaMadakwa Ndlovu and Emjindini Trust.
	Need for SASSA& Home Affairs office	Ext13,KaMadakwa Ndlovu,Emjindini Trust
	Need for multipurpose centre	Ext 16,Emjindini Trust, KaMadakwa Ndlovu

	Need centre for Physically challenge people	Ext 13, Emjindini Trust, KaMadakwa
9. Local Economic Development (LED)	Lack of site to attract domestic and international tourist	Emjindini Trust(Emangozeni) KaMadakwa Ndlovu
	Higher unemployment rate in rural areas	Whole ward
10.Social service	Lack of early childhood development Facilities	Emjindini Trust(Enkomeni),KaMadakwa Ndlovu
	Lack of drop in centre within the ward	Ext14,KaMadakwa Ndlovu, Emjindini Trust
	Need for skills development centre and community based business	Emjindini Trust ,KaMadakwa Ndlovu, Ext 14
11. Sports & recreation	Lack of recreational facilities for the youth in rural areas/Lack of play parks	Emjindini Trust,KaMadakwa Ndlovu Ext 13,Ext 16,Ext 15
	Maintenance and fencing of sports fields	Emjindini Trust, Kamadakwa Ndlovu, Ext.13,14,15 &16
12. Safety & Security	High rate of Crime	Entire ward
	Need for satellite police station	Ext 13, Emjindini Trust, KaMadakwa Ndlovu
	Problem of illegal Miners & immigrants	Ext 15, Ext 16, KaMadakwa Ndlovu, Emjindini Trust
13.Cementry	Lack of cementry in certain in rural areas	Emjindini Trust(Enkomeni)& KaMadakwa Ndlovu
	Need for ablution facilities at the cemeteries	Kamadakwa Ndlovu, Emjindini Trust
	Need for maintenance and fencing of cemeteries	Greyville, Kamadakwa Ndlovu, Emjindini Trust
14. Service pay point	Lack of electricity vending machine in New extensions	Ext13 (Aerodrome building) , Emjindini Trust & KaMadakwa Ndlovu
15. Waste Management	Absence of waste deposit facilities in rural areas	Emjindini Trust, KaMdakwa Ndlovu
	Need for bulk bin to avoid illegal dumping	Entire ward
16. Rural Development	Need for deep tanker for livestock farming	Emjindini Trust, Kamadakwa Ndlovu

WARD 42		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
1.Water	Increasing demand of water which exceeds the current water supply capacity	Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831, Portion 27 Of 369 JU Veldskool, 2405 Spoornet Site, Erf. 769 Emjindini Ext.6, Erf 1775 Barberton, Public Works Site, Re Of 14 Of 369 JU, Re Of 15 Of 369 JU Play Ground, Portion 45 Of 369 JU Emjindini
	Major Leaks on the reservoir above Pilgrim & president street	Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	(Replacement of A/C Pipes	New Village, Ext. 5 & 6, Lomas, Stadium

WARD 42		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
	Need for placement of the telemetric system	Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831, Portion 27 Of 369 JU Veldskool, 2405 Spoornet Site, Erf. 769 Emjindini Ext.6, Erf 1775 Barberton, Public Works Site, Re Of 14 Of 369 JU, Re Of 15 Of 369 JU Play Ground, Portion 45 Of 369 JU Emjindini
	Lack of fire hydrant to assist during fire disasters/ Non-functional fire hydrant to assist during fire disasters	Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831, Portion 27 Of 369 JU Veldskool, 2405 Spoornet Site, Erf. 769 Emjindini Ext.6, Erf 1775 Barberton, Public Works Site, Re Of 14 Of 369 JU, Re Of 15 Of 369 JU Play Ground, Portion 45 Of 369 JU Emjindini
	Higher instances of water loss and non-payment thereof	Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	Need for new dams to cater for increasing demand for water	Behind Agnes Mine, Moodies
2.Electricity	Deteriorating lighting as a result of outdated and non-functioning street lamp posts	Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	Outdated and hazardous electricity infrastructure	Burgerville, Cathyville, CBD, Industrial Area, Lomas, New Village, Spearville, Family Units, White City, New Claire, Santa View, Highway View, Rimers Park, Keller Park, Phola Park, Mkhize Park & Erf. 829 & 831
	Lack of high mast and street lights	Cathyville, Burgerville, Family Units, Ext. 5 & 6, New Claire, White City, Lomas, New Village, Spearville, Highway View, Rimers Park, Keller Park, Phola Park, & Erf. 829 & 831, Portion 27 Of 369 JU Veldskool, 2405 Spoornet Site, Erf. 769 Emjindini Ext.6, Erf 1775 Barberton, Public Works Site, Re Of 14 Of 369 JU, Re Of 15 Of 369 JU Play Ground, Portion 45 Of 369 JU Emjindini
	Electricity substations too exposed which is hazardous to residents	Burgerville, Cathyville, Industrial Area, Lomas, New Village, Spearville, Family Units, Ext. 5 & 6, White City, New Claire, Santa View, Highway View, Rimers Park, Keller Park, Phola Park & Erf. 829 & 831
	Electricity loss due to illegal connections	Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.

WARD 42		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
	Old infrastructure and rotten poles	Burgerville, CBD, Cathyville (Jafta & Crescent Street), New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	Floodlights needed	Emjindini Soccer Stadium, Multipurpose Centre (Spearville), Emjindini Tennis Court, Barberton Tennis Court, Burgerville Swimming Pool, Kathyville Tennis Court
	High mast lights needed	2 Burgerville, 3 Cathyville, 1 Highway view, 1 New Claire, 1 New Village, 1 Lomas Area, 1 Erven 829, 1 Family Units, 1 Ekucathuzeni Primary School (Outside the Yard), 1 White City, 1 Mkhize Park, 1 Ext. 6, Keller Park, Portion 27 Of 369 JU Veldskool, 2405 Spoornet Site, Erf. 769 Emjindini Ext.6, Erf 1775 Barberton, Public Works Site, Re Of 14 Of 369 JU, Re Of 15 Of 369 JU Play Ground, Portion 45 Of 369 JU Emjindini
	Streetlights needed	Erven 829 & 831, Family Units, Rimers Park, Keller Park, Phola Park, Mkhize Park.
3.Sanitation	Dilapidated ablution facilities	Emjindini Soccer Stadium, Tennis court, Indoor sports Centre, Phola Park, Keller Park, Rimers Park, Kathyville Park, Emjindini Community Hall, Kathyville Community Hall
	Hawker's facilities not utilized and therefore become redundant	No need for hawkers, the current ones in general street made public toilets to accommodate the able and disable
	Ablution facilities do not accommodate disabled people using wheelchairs	Barberton – CBD, Burgerville - Swimming Pool, Cathyville - Swimming Pool
	Sewerage pipes too old, as a result, constant bursts are experienced	New Village, Spearville, Santa View, White City, New Claire, Burgerville, Erven 829 & 831, CBD, Cathyville, Family Units & Lomas
	Need for bulk sewer infrastructure and reticulation	Portion 27 Of 369 JU Veldskool, 2405 Spoornet Site, Erf. 769 Emjindini Ext.6, Erf 1775 Barberton, Public Works Site, Re Of 14 Of 369 JU, Re Of 15 Of 369 JU Play Ground, Portion 45 Of 369 JU Emjindini
4.Waste management/ refuse removal	Insufficient supply of bulk bins which leads to illegal dumping	Burgerville, Cathyville, New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	Streetlight bins	Burgerville, CBD, Cathyville, New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
5.Roads and Storm water	Dilapidated roads/ street within the ward which negates effective commuting	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6

WARD 42		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
	Need for maintenance and upgrading of storm water drainage systems	CBD, Spearville, New Village, White City, New Claire, Family Units, Highway View, Ext. 5 & 6, Erf. 829 & 831, Lomas Area, Burgerville, Cathyville,
	Need for construction of new internal roads/streets and installation of storm water drainage systems	Portion 27 Of 369 JU Veldskool, 2405 Spoornet Site, Erf. 769 Emjindini Ext.6, Erf 1775 Barberton, Public Works Site, Re Of 14 Of 369 JU, Re Of 15 Of 369 JU Play Ground, Portion 45 Of 369 JU Emjindini
6. Pedestrian Walkways	No pedestrian walkways which leads to people walking on the road intended for traffic Dilapidated walkway	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6, Erven 829 & 831. Schools: Ekucathuzeni Primary School, Ngwane Combined School, Ekujabuleni Disable School, Mountain View, Barberton Primary School & Barberton Secondary School
7. Human Settlements	High demand for rental stock which is in short supply	Upgrading of the Family Units (Spearville)
	Dilapidated housing structures which are not suitable for human inhabitation and lack of title deeds	Burgerville, New Village, White City, New Claire, Spearville
	Dilapidated housing structures not suitable for human habitation	Spearville, New Village, White City, New Claire, Family Units, Burgerville
	Higher backlogs in the provision of housing for middle income earners and low income earners	Burgerville, CBD, Cathyville, New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	Maintenance of municipal flats and buildings	Bob's centre, Lomas Area, CBD, Family Units, Spearville, Erven 831, Thandanani Centre, Ekujabuleni Disable Centre.
	Construction of RDP houses. (Dilapidated Apartheid houses)	Spearville, White City, New Claire
8. Land ownership/ title deeds	Need for title deeds to be issued to beneficiary households	Burgerville, Spearville & New Village, White City, New Claire & Cathyville
	Insufficient supply of residential stands to meet current demands	Burgerville, CBD, Cathyville, New Village, Spearville, White City, Santa View, Ext. 5 & 6, Family Units, Highway View, & Erf. 829 & 831.
	Recommended areas for human settlement	Portion Re/14 & 15 of the farm Barberton Townlands 369 JU (Playing ground in the astatic), Portion Re/14, 24 & 45 of the Barberton Townlands 369 JU, Portion 27 of the Farm Barberton Townlands 369 JU (Veldskool), Portion 36 of the Farm Barberton Townlands 369 JU (Next to Golf Course), Portion of Re/14 Barberton Townlands (Between portion 27 & 36 Barbeton Townlands 369 JU), Portion Re/168 Barberton Asiatic Ext. 2, Erf. 1775 & 3915 Barberton, Erf. 769 Emjindini Ext.

WARD 42		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
		6, Erf. 2404, Portion Re/2405 (Along Kruger street), Erf. 2406 Barberton (Cnr Smit & Brand)
9.Sports and Recreation	Dilapidated public swimming pools which affects recreational activity	Barberton CBD, Burgerville, Cathyville, Construction of swimming pool Mkhize Park.
	Lack of maintenance of play parks	Burgerville, Cathyville, Phola Park, Keller Park, Rimers Park & Mkhize Park, Coronation Park, Empire-Crown Street Park
	Poor/lack of proper infrastructure in the soccer field (i.e. Grass, Grand stand, fence, lights)	Spearville (Indoor Sports Centre, Emjindini Stadium & Tennis court), Cathyville tennis court, CBD Multipurpose centre & Burgerville.
	Lack of integrated sports facilities in identified schools	Ngwane Combined School, Ekucathuzeni Primary School, Mountain View Combined School, Barberton Secondary School (Cathyville), Emjindini High School, Barberton Primary School.
	Dilapidated facility as a result of lack of maintenance	Coronation Park, Burgerville, Cathyville, Phola Park, Keller Park, Rimers Park, Mkhize Park, Emjindini Stadium, Indoor Sports, Tennis Court, Empire-Crown Street Park
	Poor maintenance of park and lack of proper recreational facilities	Coronation Park, Keller Park, Burgerville Park, Phola Park, Rimers Park, Cathyville & Mkhize Park & Family Units, Burger Park
	Construction of Play parks	at Erven 1775 and 3915
	Poor storm water drainage system and insufficient lights	Spearville (Emjindini Stadium),
	Construction of Sports City (indoor basketball, volleyball, netball, etc.) surrounded by Tennis court field, Cricket field, rugby field, basketball etc.	Land next to Barberton Golf course (Portion 14 of 369 JU Barberton Townlands)
	Need for recreational centre (performing arts, dancing, acting, etc.)	Proposed at Barberton Townlands 14/369 JU
10.Community facilities	Shrinking and lack of enclosure on cemeteries	Cathyville, Town Residential & Emjindini cemeteries Old Burgerville Cemetery
	Identification and provision/purchasing of land to cater for Regional Cemetery	Entire ward
	Dilapidated community hall structure which needs upgrading	Spearville (Emjindini Community Hall), Cathyville Community Hall, Barberton Town Hall
	Lack of office space for Ward Committee	Proposed on the old Emjindini Public Library building.
	Upgrading and maintenance of public library	Barberton Public Library
11.Access routes	Lack of proper route from Burgerville to Town cemetery – Need for a footbridge	From Burgerville to Town cemetery
	Lack of access route to mitigate travelling long distances to nearby health facility	From Spearville to Santa Hospital
12.Transportation	Lack of speed control which endangers the lives of learners crossing the street from their respective schools	Between Cathyville and Burgerville (General Street); New Village to Emjindini Secondary School; New Village to

WARD 42		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
		Ngwane Combined School; Spearville to Ekucathuzeni Primary School; Cathyville to Barberton Secondary School. Ekucathuzeni Primary School, Ngwane Combined School, Ekujabuleni Disable School, Mountain View, Barberton Primary School & Barberton Secondary School.
	Lack of speed humps to ensure safety of children from speeding motorists	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6, Erven 829 & 831.
	Insufficient stop signs and marking of roads	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 & 5, Erven 829 & 831, including government institutions
	High instances of removal of street name plates	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 & 5, Erven 829 & 831.
	Lack of bus shelters to accommodate people who make use of public transport	CBD, Cathyville, New Village, Spearville, Burgerville, Ext. 5 & 6
	Lack of street direction signs to various government institutions (clinics, hospitals, public libraries, etc.)	New Village, Spearville, Santa View, Ext. 5 & 6, White City & New Claire, Erven 829 & 831.
	Need for feasibility studies	<ul style="list-style-type: none"> a) Possibility of solving the congestion at Pick n Pay exit. b) Possibility of converting De Villiers street, Halder street, Adcock Street and Crown street to one-way streets. c) Possibility of relocating Barberton Taxi Rank to Eureka City or Shoprite parking lot.
	Need for relocation of bus terminal at Barberton Asiatic (Kathyville)	Proposed location Barberton Townlands 14/3 369 JU
13. Local Economic Development (LED)	High unemployment rate amongst the youth	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 & 5, Erven 829 & 831.
	Need for a Mining Academy	Barberton, Emjindini
	Need for Agriculture and Forestry Academy	Barberton, Emjindini
	Support development of cooperatives and SMMEs	New Village, New Claire, Highway View, White City, Spearville, CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 & 5, Erven 829 & 831.
	Construction/Development of Technical College	Portion 36 of the farm Barberton Townlands 369 JU
	Need for feasibility studies	<ul style="list-style-type: none"> a) Possibility of establishing an LED office at Bias building (Barberton)

WARD 42		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
		b) Possibility of purchasing the unoccupied buildings at the Industrial area to support prospective and existing businesses.
	Need for business stands and land availability	Entire ward
	Need for purchasing of old redundant Post Office Building to establish offices supporting youth development initiatives and tourism	Barberton, Post Office Building
	Resuscitation of the Cable Line	Barberton Mountainlands
	Establishment of community banks	Barberton town lands 14/369JU
14.Health and Social Services	Reconstruction and upgrading of Kathyville Clinic	Kathyville (Portion 15 of 369 Barberton Townlands)
	Need for allocation of additional working space for Barberton Town Clinic (allocation of the whole ground floor to the Clinic)	Barberton, Municipal Office Building
	Construction of Gate Clinic outside Barberton General Hospital	Barberton Asiatic
	Need for the extension of the TB Hospital	Emjindini
	Lack of facility to cater for women suffering from domestic violence	Proposed on Barberton Townlands 14/3 of 369 JU
	Insufficient supply of early childhood development center in the ward.	Spearville (Ext. 3), Burgerville.
	Upgrading of the Nurses' Home, Doctors' Quarters and the swimming pool at Barberton General Hospital	Barberton General Hospital
	Need for play facilities at the ECD centre in Barberton General Hospital	Barberton General Hospital
15.Education	Lack of tertiary education facilities	Proposed on Barberton Townlands 14/3 of 369 JU
	Dilapidated school infrastructure and lack of enabling facilities	Spearville (Emjindini Secondary School), New Village (Ngwane Combined School), Ekucathuzeni Primary School, Burgerville (Mountain View Combined School), Cathyville (Barberton Primary School), Barberton Secondary School, Barberton TVET College
	Early Childhood Development Centre (ECD)	Spearville & Burgerville
	Need for play facilities	ECD inside Barberton General Hospital
16.Town Planning	No township establishment/ formalization in certain areas	Erven 829 & 831, Kathyville (behind the General Hospital), Current Soccer Field, all Department of Public Works sites and Spoornet sites, Portion Re/14 & 15 of the farm Barberton Townlands 369 JU (Playing Ground in the astatic), Portion Re/14, 24 & 45 of the Barberton Townlands 369 JU (Veldskool), Portion 36 of the Farm Barberton Townlands 369 JU (Next to Golf Course), Portion of Re/14 Barberton Townlands (Between portion 27 & 36 Barberton Townlands 369 JU), Portion Re/168 Barberton Asiatic Ext. 2, Erf. 1775 & 1539 Barberton, Erf. 769 Emjindini Ext. 6, Erf 2404, Portion

WARD 42		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
		Re/2405 (Along Kruger street), Erf. 2406 Barberton (Cnr Smit & Brand), 2405 Spoornet Site
17.Safety & Security	Need for more traffic control and additional staff	New Village, New Claire, Highway View, White City, Spearville, Town Residents & CBD, Burgerville, Kathyville, Santa View, Industrial Area, Family Units, Ext. 6 &5, Erven 829 & 831.
	Upgrading of the local police station and satellite police station	CBD & Emjindini Spearville.
	Construction of a fire station and Disaster Management Centre	Proposed on Barberton Townlands 14/369 JU

WARD 43		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
1.Electricity	Lack of bulk electricity and reticulation	Silver Creek, Madubula, Gaza, Mlambongwane, Noordkaap, Honeybird
	Lack of high mast lights in rural areas which makes these areas too dark at night	Dikbas, Sheba Siding (x4), Dixie (x2), Mashayane (x3), Esperado (x1), Madubula (x2), Silver Creek (x2), Shelangubo (x4), Castelpop (x1), Mlambongwane (x4), Noordkaap (x2)
2.Roads and storm water	Dilapidated main street which negates effective commuting	Verulam, Sheba Siding, Dixie, Mandela, Shelangubo, Mlambongwane, Noordkaap, Gaza
	Need for vehicle bridge (x3)	Sheba Siding (x3), Mlambongwane (x1), KaGazi (x1)
	Need for access roads	Sheba Siding (x3), Madubula, Mlambongwane
	Need for footbridges in rural areas	Madubula, Sheba Siding, Shelangubo, Mandela,
3.Land Acquisition	Privately owned land/State owned which makes it difficult to install basic municipal services	Mlambongwane, kaBrown, Noordkaap, Mandela, Mashayane, Madubula, KaGazi, 305 JU, 306 JU, 953 JU, 301 JU, 359 JU, Portion 14 Verulam Farm 659 JU.
	Insufficient allocation of non-residential stands (i.e. schools, churches, clinic,)	Sheba Siding, Verulam
4.Community facilities	Need for integrated sport facilities	Sheba Siding, Low's Creek, Dixie, Verulam, Dikbas
	Conversion of old school at Madubula to Community Hall and Multi-purpose centre	Madubula, Verula, Sheba, Low's Creek
5.Multi-purpose Community Centre (MPCC)	Lack of facility to provide integrated government services (i.e. health services, social services, etc.)	Low's Creek, Dixie, Esperado, Madubula, Dikbas, Mashayane, Shelangubo, Mlambongwane
6.Health & Social Services	Lack of satellite primary health care facilities in rural areas	Sheba Siding, Verulam, Esperado

	Need for mobile Clinics	Noordkaap, Dixie, KaGazi, Madubula, Mashayane, Esperado, Shelangubo, Castelpkop
	Insufficient knowledge and higher prevalence of HIV/AIDS within the ward	Entire ward
	Conversion of the Hallman shop to clinic	Esperado
7.Safety & Security	Need for satellite police station	Sheba Siding, Verulam
	Need for mobile police station/ 24 hour police visibility	Dixie, Noordkaap, Mandela, KaGazi, Shelangubo, Madubula, Esperado, Mashayane, Shelangubo, Dikbas
8.Human settlements	Insufficient supply of adequate housing in rural areas	Noordkaap, Mlambongwane, Low's Creek
	Insufficient allocation of residential stands in formalised areas	Verulam, Sheba Siding/Entire Ward
	Formalisation and allocation of residential stands in rural areas	Mlambongwane, kaBrown, Noordkaap, Mandela, Mashayane, Madubula, KaGazi, Dixie
9.Local Economic Development (LED)	High level of unemployment as a result of lack of skills in rural areas	Entire ward
10.Education	Need for a combined school	Sheba Siding (Combined School)
	Need for a primary school	Dikbas (Primary School)
	Upgrading of school	Fairview Primary School
11.Sports & Recreational Facilities	Need for maintenance of soccer field	Entire ward
	Need for a multi-sport facility	Low's Creek, Shelangubo, Sheba Siding, Verulam, Dixie
	Need for renovation of dressing rooms	Sheba Siding Sports Ground
12.Land ownership	Higher backlog in allocation of residential stands for human settlements	Sheba Siding, Dixie, Noordkaap, Gaza, Mashayane, Mlambongwane, KaBrown
13.Community facilities (Cemetery)	Poor condition and lack of maintenance of cemeteries in rural areas	Castlekop, Gaza, Mlambongwane, Esperado, Noordkaap
	Need for allocation of cemetery site	Verulam
14.Waste management and refuse removal	Lack of access to fully fledged waste removal services in rural areas	Entire ward
	Lack of dumping sites in rural areas/ Absence of waste deposit facilities in rural areas	Sheba Siding and surrounding areas, Verulam, Mlambongwane & Low's Creek and surrounding areas
15.Sanitation	Higher backlogs of ablution facilities in rural areas (Need for water borne ablution facilities)	Sheba Siding, Castelpkop, Dixie, Gaza, Mlambongwane
	Need for bulk sewer and reticulation in rural areas	Sheba Siding, Dixie, Madubula
	Need for sewer connection in 830 households	Verulam
16.Service pay-point facilities	Lack of electricity vending machines in rural areas	Dixie, Sheba Siding, New Consort, Verulam, Shelangubo, Espeardo, Castlekop
17.Land invasion	High incidences of illegal occupation of land	Entire ward (excluding Dikbas and Castelpkop)
18.Water	Need for bulk water and reticulation	Shelangubo, Gaza, KaBrown

	Completion of water package plants projects and bulk supply	Mlambongwane, Noordkaap, Shelangubo, Low's Creek, Esperado, Madubula, Mashayane, Silver Creek
	Need for water connection in 830 households	Verulam
19.Town planning	Need for extension of township establishment in rural areas	Sheba Siding, Verulam, Dixie, Esperado, Castlekop
20.Rural development	Need for support on small scale farming	Shelangubo, Esperado, Madubula, Mashayane, Sheba Siding, Gaza, KaBrown, Noordkaap, Mlambongwane, Dixie Verulam, Castlekop

WARD 44		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
1.Roads and storm water	Poor condition of roads/streets and lack of water flow which negates effective commuting	Dindela, Ext. 7, 9&10, Phumula, (road towards cemetery), Ext.7
	Blocked and small size of storm water pipes which negates effective water flow	Phumula, Ext.7,10,
	Reconstruction of P10 road	Ext.9
2.Electricity	Insufficient supply of high mast lights in certain extensions	Ext.7,9&10, Phumula, Next to Kamhola Primary Schools; P10 road
3.Human settlements	Poor roof structures which cause health and safety hazards	Dindela
	Rehabilitation of and construction of additional RDP houses	Ext. 7, 10
3.Water & Sanitation	Upgrading of the Waste Water Treatment Works	Barberton/Ext.9
	Replacement of AC pipes	Dindela & Phumula
4.Local Economic Development (LED)	Lack of an entrepreneurial one-stop centre to cater for the needs of aspirant entrepreneurs	Whole ward
	Higher unemployment rate within the ward	Whole ward
5.Safety & Security	High rate of crime within the ward	Whole ward
	Construction of police station	Ext 9
6.Sports & recreation	Dilapidated and under-resourced play parks within the ward and play grounds	Longhomes, Phumula, Ext.7,9,10
7.Transportation	Lack of street names to ensure ease of direction to various addresses /destinations	Whole ward
	Lack of bus shelters to accommodate people who make use of buses as a mode of transport	Dindela, Phumula, Longhomes, Ext.10
	Poor observation of traffic signs which affects other law-abiding road users	Dindela (Zanini Four-way intersection)
8.Service pay-point facilities	Lack of municipal service pay-point facility within the ward and community hall.	Whole ward

9.Access routes	Lack of link routes (Footbridge) between learners ' homes and their schools	Between Ext.10 and Ext10B (towards Sikhutsele Primary School); between Greyville and Dindela (towards Kamhola Primary School); Between Ext. 9 and Ext.12 (Amon Nkosi Primary)
10.Multi-purpose Community Centre (MPCC)	Lack of facility to provide integrated government services (health and social services)	Whole ward
11.Health & Social services	Insufficient knowledge and higher prevalence of HIV/AIDS within the ward	Whole ward
	Upgrading of M'Africa Clinic (including fencing with palisades)	Dindela/Ext.9

WARD 45		
PRIORITY	PROBLEM STATEMENT	AREA AFFECTED
1. Water	Lack of / insufficient water supply in rural areas	Mahiyane, Hanging Stone, Uitval, Stella Mine
2. Sanitation	Lack of water borne ablution facilities in rural areas (No sewer bulk and reticulation)	Hanging Stone, Uitval, Stella Mine
	High instances of sewerage blockages as a result of ever-increasing population – Need for upgrading/augmentation of the sewer system	Ext.11
	Erroneous sewer system which was installed directly on the streets – Need for correction of the sewer system	Ext.12
3. Electricity	Need for household connection and free installation of electricity meters	Ext.17& 18, Hanging Stone, Uitval, Stella Mine
	Need for additional high mast lights	Ext.11, 12, 17, 18, Hanging Stone (x1), Uitval, Stella Mine
4. Roads & storm water	Lack of proper link routes between neighbouring extensions	Road linking kaKopper and Ext. 11; vehicle/foot bridge linking Ext.11 and Ext. 16
	Need for interlock paving of streets	Ext.11&12
	Elevation of the vehicle bridge and construction of a footbridge	Road linking Ext.11 with Ext.12
	Need for upgrading of road and reconstruction of the two vehicle bridges	De Kaap Road
5. Land acquisition	Privately owned land which makes it difficult to install basic municipal services	Lurex Farm
	High demand for residential stands within the ward	Entire ward
6. Social services	Lack of drop-in centre within the ward	Ext.11
7. Sport & recreation	Need for play parks in certain extensions	Ext.11,12,17,18

8. Community facilities	Lack of community hall within the ward	Entire ward
	Lack of working space for the Ward Committee	Entire ward
	Lack of public library to cater for the information needs of the ward residents	Ext.12
9. Health & social services	Lack of primary health care facilities in various extensions – Need for construction of a satellite clinic to cater for new extensions	Ext.11,12,17&18
	Need for upgrading and extension of clinic	Uitval Clinic
10. Human settlements	Poor roof structures which cause health and safety hazards	Ext.11
	Need for provision of RDP houses (low cost housing)	Mahiyane
	Need for allocation, installation of electricity and occupation of newly built houses	Ext.17&18
11. Land ownership	Insufficient allocation of non-residential stands (i.e. business stands)	Entire ward
12. Social services	Lack of facility to cater for women suffering from domestic violence	Entire ward
13. Education	Need for additional classrooms and admin block	Amon Nkosi Primary School
	Need for a combined school/high school to cater for new extensions	Et.11,12,17&18
14. Safety	Need for a satellite police station	Ext.17

1.5 THE IDP GOVERNANCE & INSTITUTIONAL ARRANGEMENT

The following institutional structures have been identified in the municipality's public participation strategy as key structures in the development of the IDP. These structures represent a wider audience of stakeholders which include organised business, labour, civil society, ward committees, Traditional Leaders, NGOs, CBOs, as well as members of the public.

Table 1.5 : Key structures in the development of the IDP

Structure	Description	Composition	Terms of Reference	Frequency of Meeting
IDP Representative Forum	Platform for stakeholder engagement	Chaired by Executive Mayor: <ul style="list-style-type: none"> Members of the Mayoral Committee Councillors (PR & Ward Councillors) Municipal Manager General Managers Senior Managers CEO of Parastatals Office of the Premier HODs District Municipality Traditional Leaders Secretary of Ward Committees Organised Business Labour NGO Organised groups 	<ul style="list-style-type: none"> Represent constituency interest in the IDP process Platform for discussions Participate in the process of setting and monitoring “key performance Indicators. Promote stakeholder integration and alignment Information assimilation/dissemination. Capacity development and sharing. Resource mobilization 	Bi-Annually
IDP/Budget Steering Committee	Coordination and implementation	Chaired by the Executive Mayor: <ul style="list-style-type: none"> Members of the Mayoral Committee Municipal Manager Deputy Municipal Manager General Managers Chief Financial Officer Senior Managers Manager: IDP Manager: Organisational Performance Management System Manager: Budget 	<ul style="list-style-type: none"> Validation of Technical information Alignment of Sector plans Sector consultation Integration of projects Comments on technical aspects of sector plans Information assimilation/dissemination 	Quarterly (it is also part of the Joint POB & Executive Management)
IDP/Budget Technical Committee	Internal technical working team	Chaired by the Municipal Manager/ Deputy Municipal Manager/GM Strategic Planning: <ul style="list-style-type: none"> General Managers Senior Managers Managers GIS Unit Town Planners Sembcorp Silulumanzi Rand Water 	<ul style="list-style-type: none"> Facilitate implementation of IDP Commission research and studies. Consolidate performance report Assist the Executive Mayor in discharging the responsibilities as contemplated in Section 53 of the Municipal Finance Management Act no. 56 of 2003. 	Bi- Monthly

Structure	Description	Composition	Terms of Reference	Frequency of Meeting
		<ul style="list-style-type: none"> Other relevant stakeholders are invited on an ad-hoc basis 	<ul style="list-style-type: none"> Co-ordinate the budget preparation process. 	
Ehlanzeni (EDM) Cluster Groups	Working committees to be established in terms of municipal Key Focus Areas	Chaired by relevant MMC/Manager: <ul style="list-style-type: none"> Municipal Officials Sector Departments Business Labour Civil society Interest Groups 	<ul style="list-style-type: none"> Advisory and support for programmes and project implementation. Advise on IDP Process development 	Quartely
Community Meetings (Ward Forums)	Community Platforms to discuss issues affecting communities	Chaired by the Ward Councillor: <ul style="list-style-type: none"> Members of the Wards Committee in the ward Community Organizations Traditional Leaders Civic Organization Chairperson of Street Committees Business Reps Youth organizations CDW (Concern Groups) 	<ul style="list-style-type: none"> Development of ward plans, programmes and projects Monitoring Programmes and Project implementation 	At least once every two months.
War Rooms- Operation Vuka Sisebente (ovs)	Involvement of all stakeholders to improve service delivery. Community Platforms to discuss issues affecting communities.	Local War Room is Chaired by the Executive Mayor Ward War Room is Chaired by the Ward Councillors <ul style="list-style-type: none"> Members of the Wards Committee in the ward Community Organizations Traditional Leaders Civic Organization Chairperson of Street Committees Business Reps Municipal Officials Sector departments Officials Youth organizations CDW (Concern Groups) 	<ul style="list-style-type: none"> Monitor the implementation of government programmes & projects Address the self issues such as mantainance of streets lights, illegal connections, water leakages etc. Ensure regular feedback to the communities 	Local war room- meet per quarter Ward war room- meet monthly.

1.6 CONCLUSION

IDP is a strategic document which details a five year developmental aspirations of the municipality. Integration is central to its annual review and is therefore discussed at the outset. Both in letter and in spirit, local government legislation talks of integration as the golden thread that links strategy, people, process, projects and programmes:

- within the municipality;
- with the needs of the community;
- with provincial and national objectives.

As far as possible, the intention of the Municipality's IDP 2019-2020 is to link, integrate and co-ordinate development plans for the Municipality. Resources and capacity are aligned with the implementation of the plan, forming the basis for the annual budget.

CHAPTER 2: MUNICIPAL DEVELOPMENT PROFILE (SITUATIONAL ANALYSIS)

2.1 INTRODUCTION

This chapter provides a detailed summary of the municipality's development profile or situation analysis. The chapter is divided into two sections, namely, the institutional profile and environmental profile.

2.2 INSTITUTIONAL PROFILE

2.2.1 Governance

Local government function in a highly sophisticated environment. To be successful in its endeavours to render quality, affordable and sustainable municipal services, it needs to be structured in the best possible way to facilitate effective governance as well as to ensure proper oversight and to measure performance. The municipality has approved the governance model which separates the Legislative and Executive functions.

2.2.1.1 Legislative Arm

This component consists of the following:

- Council (including the Traditional Leaders)
- The Speaker
- The Chief Whip
- Chairperson of MPAC
- Chair of Chairs
- Section 79 Oversight Committees, namely, City Planning and Development; Community Services; Corporate Services; Energy; Financial Management; Public Safety; Public Works, Roads and Transport; Regional Centre Co-ordination; Strategic Management Services and Water and Sanitation
- Section 79 Standing Committees, namely, Chairpersons Committee; Public Participation and Petition Committee; Programming Committee; Rules & Ethics Committee; Municipal Public Accounts Committee & Party Whips Forum.
- Ward Committees.

2.2.1.2 Executive Arm

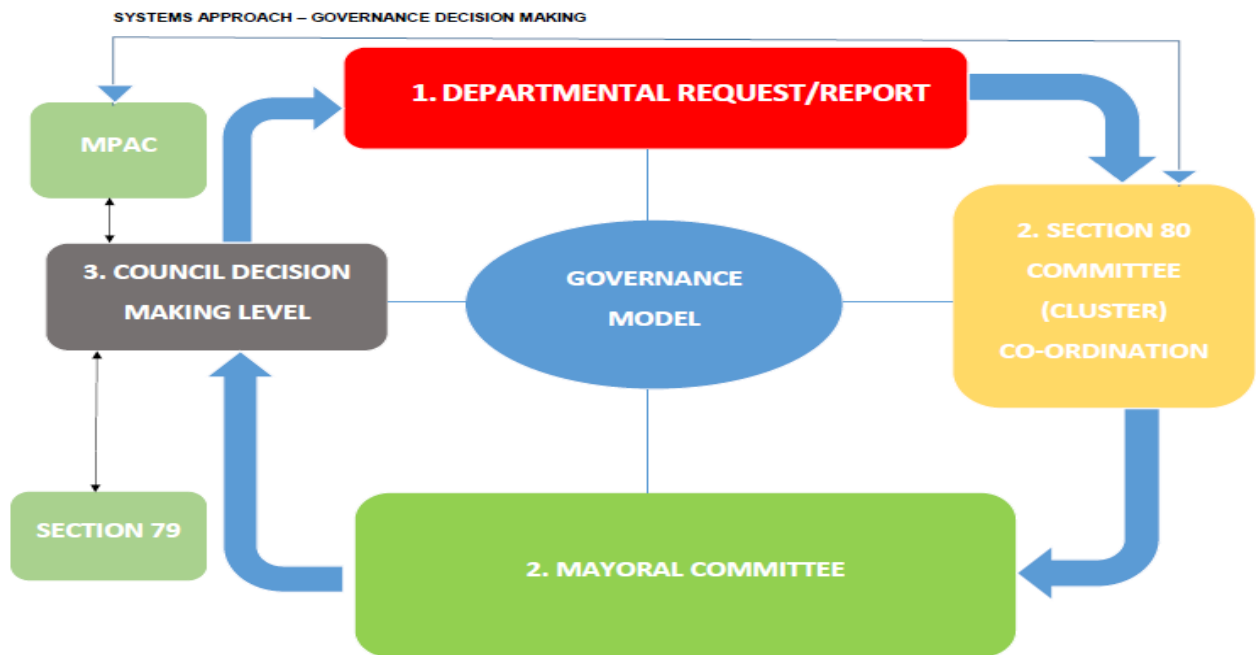
This component consists of the following:

- Executive Mayor (Head of the Executive)
- Members of the Mayoral Committee with delegated powers.
- Mayoral Committee (MMC) comprising of MMC for Water and Sanitation; MMC for Public Works, Roads and Transport; MMC for Corporate Services; MMC for City Planning and Development; MMC for Energy; MMC for Public Safety; MMC for Financial Management; MMC for Service Centre Coordination; MMC for Community Services and MMC for Strategic Management Services.

- Section 80 Committees, namely, Concession Monitoring Committee; Local Geographical Names Committee, Appeals Committee, Local Labour Forum, Bursary Committee, Employment Equity Committee.
- Administration with the Municipal Manager as Head. This incumbent also serves as the Accounting Officer of the municipality.

The figure below shows the governance decision making approach of the City of Mbombela

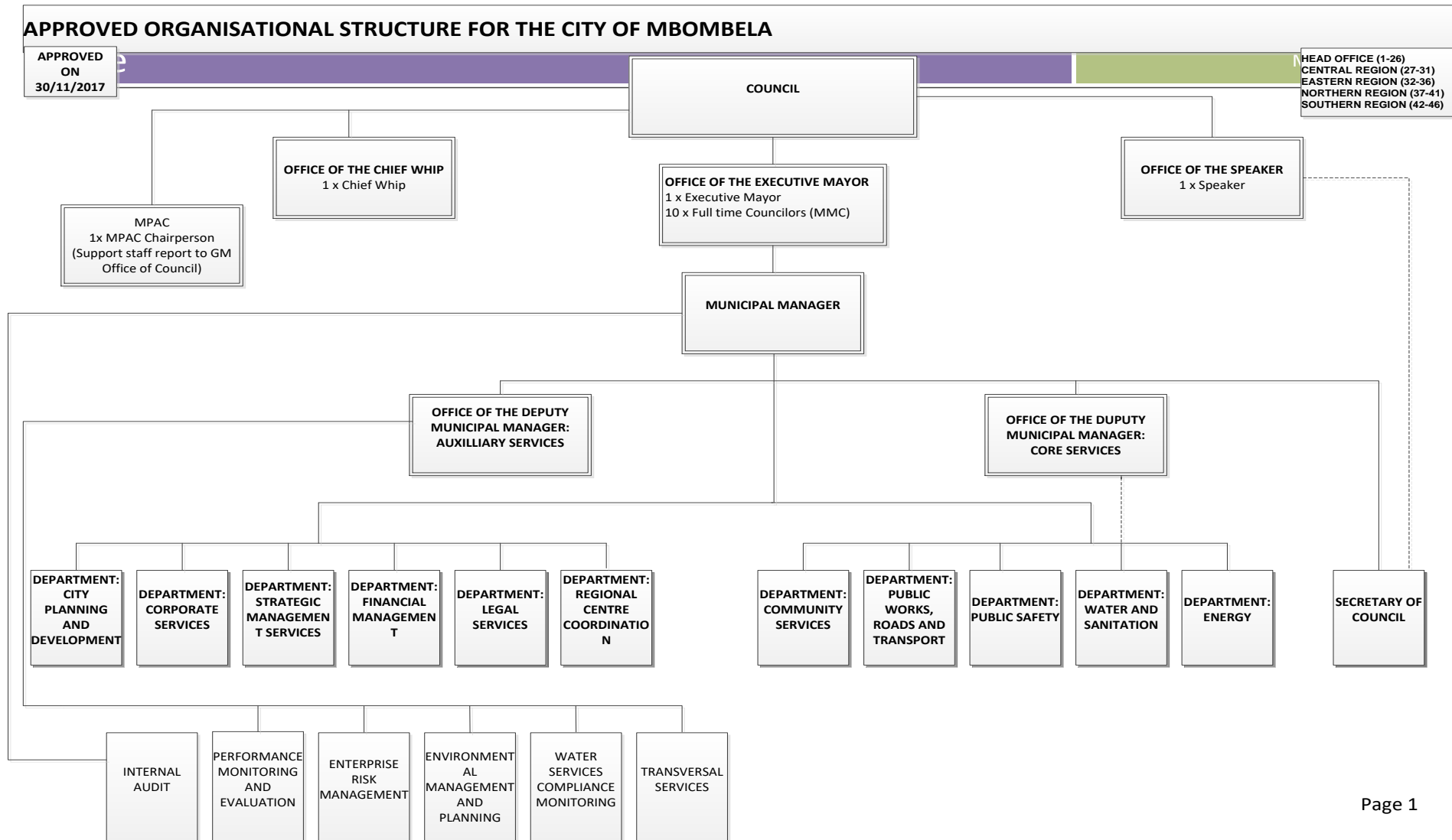
Figure 2.2.1.2: Systems Approach – Governance Decision Making



2.2.2 Administration development/arrangement

There is a significant relationship between an IDP and the institutional arrangement. The Municipality cannot implement its IDP effectively without proper organisational structure. As a result, the Municipality assisted by GIZ has developed an organisational structure which was approved by Council on 30 November 2017. Figure 2.2.2 below indicates the top layer of the approved organisational structure.

Figure 2.2.2: Top layer of the approved organization structure



All the section 56/57 Managers positions have been filled. The municipality is currently in the process of appointing a qualified service provider to do an overall organisational review which will include the development of a comprehensive Human Resources Strategy aligned to the IDP and long-term vision of the Municipality. The objectives of the organisational review are to:

- diagnose and define the status quo of the municipality, its current structure, systems, processes and its alignment to the vision, mission and the IDP.
- confirm defined roles and responsibilities for management and key organizational functions.
- analyze skills and competencies of managerial staff and their placement and utilization.
- analyze possible skills gaps and recommend remedies for same and draft individual Personal Development Plans.
- conduct an organizational culture analyses and develop a change management strategy.
- develop a comprehensive human resource strategy for the city to ensure alignment with the IDP and long-term vision of the municipality.
- analyze internal communication and recommend communication strategies to ensure effectiveness.
- conduct a financial system compliance analysis with the view to bring control to minimize fraud and corruption.

All the TASK Job Evaluation project is underway and will ensure that all job descriptions are updated and that all post levels are correctly placed in the organogram and salary curve. On the other hand, a Performance Management System (PMS) for non-section 56/57 employees was developed and is currently cascaded to lower employees on levels 1-7, PMS will be further cascaded to the remaining levels in the next financial years using a phased approach to ensure recognition of good performance and to establish development gaps which might exist.

The Municipality through the Training and Skills Development Section has the Workplace Skills plan in place. The plan is aimed at responding to the capacity challenges of the Municipality.

The Municipality has a draft Retention Strategy that still needs to go through administrative processes before tabled before Council for approval. The purpose of this strategy is to outline the mechanisms, tools and strategies that can be applied at the municipality to retain critical, scarce and high risk skills, whichever is applicable. The primary emphasis of this strategy is to ensure that the Municipality proactively retains employees to ensure that the Municipality has the best, well trained and suitable employees occupy key positions at all times.

The municipality has approved the Recruitment, Selection and Induction policy. The objective of the policy is to provide for a comprehensive policy which accommodates the need for staff provisioning in the most efficient, professional and cost-effective way as to the effect that:

- No unfair discrimination practices exist in the provisioning discipline of Council;
- Such policy contributes and enhances a diverse culture and environment whereby all staff can contribute to the goals of Council and where such staff make-up is representative of the demographic environment of the area it serves.
- Introduction of fair and objective principles and procedures for that staffing of the employer.
- Provision of guidelines for the appointment of candidates to the employer.
- Establishing principles and procedures insuring that the Employer complies with legislative principles in respect of employment equity and affirmative action.

- Setting out the procedural steps for the advertisement of a vacant post, the selection of applicants for interviews, the conducting of interviews and the appointment of candidates to the permanent staff of the Employer.

Apart from the above mentioned policies, the municipality has approved the following policies associated with institutional development, namely, employment equity policy, adult basic education policy, promotion policy, internal and external bursary agreement policy, acting allowance policy, long service award policy, sexual harassment policy, experiential training policy, Work attendance and absenteeism management policy and policy on the attendance of Local Labour Forum Meetings by members.

In order to strengthen intergovernmental relations, the Municipality has established Intergovernmental Relations (IGR) Division. Its primary objective is to facilitate intergovernmental dialogue with relevant provincial and national government. Moreover, the unit also creates a conducive working relationship of the municipality with the district municipalities and other stakeholders.

2.2.3 Information Communication and Technology (ICT)

The Municipality has an Information Technology (IT) and Information Systems (IS) department, collectively known as Information and Communication Technologies (ICT). The department is responsible for providing the necessary tools to the various departments to fast track service delivery while providing citizens and other stakeholders quicker and easier access to municipal services from anywhere and at any time. The following are the key functional areas of the ICT department:

- Corporate ICT Governance and Strategy.
- E-Govt. services including website and intranet.
- Servers, Network Systems & Desktop Maintenance.
- Application Systems Development and Maintenance.
- Infrastructure and Information Management Solutions & Systems including Research and Project.
- MIS/BI/GIS & Networking
- Disaster Recovery, Business Continuity and ICT Security.

2.2.4 Risk Management and Fraud prevention

To successfully mitigate risks that may prevent the City of Mbombela to reach its IDP objectives, a Risk Management Policy and Strategy are in place. Risk management forms part of management core responsibilities and it is an integral part of the internal processes of the Municipality. Risk management is seen as a systematic process to identify, evaluate, and mitigate risks on a continuous basis before the risks impact negatively on the institution's service delivery capacity. It is believed that when properly executed, risk management provides a reasonable, but not absolute assurance, that the Municipality will be successful in achieving its goals and objectives. Thus, it should be embedded into the systems and culture of the Municipality.

The Municipality has in place a Risk Management Unit that plays a central role in risk management. The strategic objective of this Unit is to add value by assisting Council, Municipal Manager and Management to ensure that all risks facing the Municipality are identified, rated, tolerance levels established, mitigating strategies formulated and action plans compiled to manage all risks. The primary role of the Risk Management Unit includes the following:

- To act as champions of risk management in the Municipality
- To facilitate the establishment of effective and efficient risk management structures in the Municipality
- To advise management on all matters pertaining to risk management
- To continually advise management about possible new risks.

The Risk Management Unit however serves as an advisory unit and is not responsible for the mitigation of risks. The mitigation of risks is the responsibility of the Risk Owners, Risk Champions and finally the Accounting Officer. Furthermore, a Risk Management Committee with an external chairperson has been established and is functional and Risk Champions have been appointed in every department.

The City of Mbombela, maintains a zero tolerance stance with regards to fraud and corruption. To execute the Prevention and Detection fraud and corruption policy, a Disciplinary Board has been established. The Internal Audit Unit is also capacitated to conduct forensic audits in this regard.

2.2.5 Employment Equity Plan

The City of Mbombela has developed and approved a five year Employment Equity Plan in terms of the Employment Equity Act (Act of 55 of 1998) with date of effect being 01 January 2019 and end date being 31 December 2023. The Plan reflects the City of Mbombela Municipality's employment equity implementation program. It also represents the critical link between the current workforce profile and possible barriers in employment policies, practices and procedures, and the implementation of remedial steps to ultimately result in equitable representation of the workforce. The objectives of the Plan are stated below:

- To do away with all forms of unfair discrimination with regard to employment practices and policies.
- To eradicate all barriers that may hamper the advancement of the designated groups.
- To ensure that management is actively committed to implementing employment equity measures.
- To create and employ IDP related strategies to make reasonable and serious progress on employment equity on all occupational levels.
- To ensure that the numerical goals and targets for each year, as set out in this plan are achieved.

The Municipality has also identified various stakeholders to manage, monitor and evaluate the implementation of the Employment Equity Plan. This includes amongst others the Employment Equity Forum, Municipal Manager, Executive Management, Senior Manager for Employment Equity, Manager Skills Development, and Senior Managers and Line Managers. The Employment Equity Plan also provides for mechanisms and procedures to manage, monitor and evaluate its implementation.

2.2.6 Sector Plans, Strategies, By-laws and Policies Status Quo

The municipality has developed sector plans in order to effectively achieve its priorities and objectives and comply with relevant legislation such as MSA, MFMA, NEMA and others. Table 2.2.5 below outlines sector plans that have been developed for service delivery and compliance purposes.

Table 2.2.6: Sector Plans, Strategies, By-laws and Policies Status Quo

Sector Plans & Strategies	Status Quo	Council Resolution Number
1. Spatial Development Framework	Approved	A(7) 27/09/2018
2. Local Economic Development Strategy	Approved	2018
3. Rural Development Strategy	Under review	N/A
4. Tourism Sector Plan	Under review	N/A
5. Housing Plan (Charter)	Under review	N/A
6. Integrated Housing Plan	Under review	N/A
7. Integrated Transportation Plan	Under review	N/A
8. Land Use Transportation Plan	Under review	N/A
9. Integrated Waste Management Plan	Under review	N/A
10. Comprehensive Infrastructure Plan	Under review	N/A
11. Master Plan for Water-borne Sanitation	Under review	N/A
12. Bulk Water Supply Strategy	Under review	N/A
13. Water Infrastructure Maintenance Plan	Under review	N/A
14. Water Asset Management Plan	Under review	N/A
15. Roads Master Plan	Under review	N/A
16. Water Services Development Plan	Under review	N/A
17. Water Master Plan	Under review	N/A
18. Storm Water Master Plan	Under review	N/A
19. Maintenance & Refurbishment Plan	Under review	N/A
20. Maintenance plan & water safety plan	Under review	N/A
21. Consolidated Water Master Plan	Under review	N/A
22. Environmental Management Plan	Under review	N/A
23. Electrical Infrastructure Master Plan	Under review	N/A
24. Electrification Master Plan	Under review	N/A
25. Workplace Skills Plan	Under review	N/A
26. Disaster Management Plan	Approved	A149/2016
27. Fraud Prevention Plan	Under review	N/A
28. Development of Migration and management of informal settlements strategy	Under review	N/A
29. Development of housing gap market strategy	Under review	N/A
30. Human Resources Strategy	Under review	N/A

Sector Plans & Strategies	Status Quo	Council Resolution Number
31. Public participation Strategy	Under review	N/A
32. Climate Change Response Strategy	Approved	A211/18
By-laws & Policies		
1. Credit Control and Debt Collection Policy/By-Law	Approved	A(4) 31/3/2017
2. Property Rates Policy/By-Law	Approved	A(4) 31/3/2017
3. Solid Waste Management Policy/By-Laws	Approved	A(4) 31/3/2017
4. Supplier Performance Monitoring Policy	Approved	A(4) 31/3/2017
5. Tariff Policy/By-Law	Approved	A(4) 31/3/2017
6. Electricity Supply by- laws	Approved	A (4) 28/4/2017
7. Water Supply Services by-law	Approved	
8. Wastewater and Industrial Effluent by-law	Approved	
9. Business License Policy/By-Laws	Approved	A(11) 30/11/2017
10. Draft Container Policy/By-Laws	Approved	
11. Draft Informal Traders Policy/By-Laws	Approved	A(12) 30/11/2017
12. Draft Policy Framework for Improved Itinerant	Approved	
13. Draft Rental Policy/By-Laws	Approved	
14. COM By-Laws for Advertising	Approved	A (10) 30/11/2017
15. Public Participation Policy	Approved	
16. EPWP Policy	Approved	A(4) 29/03/2018
17. Bursary Policy	Approved	
18. Traffic By-Laws	Approved	
19. By-Laws on Noise, Street and Public Nuisance	Approved	
20. Fire Brigade By-Laws	Approved	A(3) 27/03/2018
21. Draft Cemeteries By-Laws	Approved	A(9) 28/06/2018
22. Parks and Public Open Spaces By-Laws	Approved	A(7) 28/06/2017
23. By-Laws on Street Trees	Approved	A(8) 28/06/2018
24. Asset Management Policy	Approved	A(4) 31/3/2017

Sector Plans & Strategies	Status Quo	Council Resolution Number
25. Budget Management Policy	Approved	A(4) 31/3/2017
26. Cash Management Policy	Approved	A(4) 31/3/2017
27. Deposits and Refund Policy	Approved	A(4) 31/3/2017
28. Funding and Reserves Policy	Approved	A(4) 31/3/2017
29. Supply Chain Management Policy	Approved	A(4) 31/3/2017
30. Indigent Policy	Approved	A(4) 31/3/2017
31. Payroll Policy	Approved	A(4) 31/3/2017
32. Proof of Residence Policy	Approved	A(4) 31/3/2017
33. Recruitment, Selection and Induction Policy	Approved	A(4) 31/3/2017
34. Virement Policy	Approved	A(4) 31/3/2017
35. Liquidity Policy	Approved	A(3) 31/05/2018
36. Travelling and Subsistence Policy	Approved	A(4) 31/3/2017
37. Draft Research Policy	Approved	A(4) 27/09/2018
38. Draft CoM Policy Development And Review Framework	Approved	A(4) 23/08/2018
39. Draft Policy for the Supporting of Events	Approved	A(8) 31/08/2018
40. Nursery Policy	Approved	

It must be stated that due to the fact that the municipality came as result of the amalgamation of former Mbombela and Umjindi local municipalities in 2016, most of the sector plans and strategies listed above are still being reviewed and rationalised to cover the entire City of Mbombela municipal area.

2.2.7 SWOT Analysis

SWOT Analysis is a strategic planning technique used to help an organisation identify its strengths, weaknesses, opportunities and threats related to its operations and project planning. In order for the City of Mbombela to be better placed to deliver on its strategic objective and its goals, it is important that this process is undertaken so that it is aware of where attention should be given. The following constitutes the strengths, weaknesses, opportunities, and threats that have been identified by the Municipality.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Strong, competent and dedicated personnel All section 56/57 positions are filled Good governance structures established and functional 	<ul style="list-style-type: none"> Inadequate response to community priorities through project implementation Insufficient budget to implement capital projects Incapacity to deal with land invasion High vacancy rate

<ul style="list-style-type: none"> • Council meetings convene as per planned schedule • Council committees (Section 79) established and functional • Mayoral Committee and its committees (Section 80) adequately constituted and functional • MPAC and Audit Committee established and functional 	<ul style="list-style-type: none"> • Under spending on grant allocations by some departments
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Gateway for tourist attraction such as KNP and neighboring countries such as Mozambique and Swaziland • Host of the Makhonjwa Mountain WHS, KNP, Mthethomusha Game Reserve, Sudwala Caves • Prospects to acquire a metropolitan status (application in process) • Host to the Mpumalanga Provincial Administration and Legislature • Capital city of the Mpumalanga Province • Host of the 2010 FIFA World Cup Mbombela Stadium and Kruger Mpumalanga International Airport • Host of the Mpumalanga Parliamentary Village • The Mpumalanga International Fresh Produce Market provides opportunities for growth of the agriculture sector and other sectors like manufacturing, transportation, trade, services etc. • Host to several mines that produce gold and quarry • Host of the newly established University of Mpumalanga 	<ul style="list-style-type: none"> • Informal settlements that do not contribute to municipal revenue • Halting through community protest of capital projects under implementation • Mushrooming of informal settlements / land invasion • Natural disasters (droughts, floods, wild fires, etc.) • Tempering and theft of municipal infrastructure • Illegal connection of water and electricity

Below are mechanisms on how the Municipality intends to overcome the identified weaknesses to strengths.

WEAKNESS	MECHANISM / ACTION
Inadequate response to community priorities through project implementation Insufficient budget to implement capital projects	<ul style="list-style-type: none"> • The Municipality is currently undertaking formalization of settlements which will ensure that these settlements are billed. This will boost revenue collection and thus more allocation will be made available to finance capital projects that respond to community priorities • The Municipality, in consultation with traditional authorities, is also in the process of introducing basic service fee in communal areas where land is under the custodian of traditional authorities
Mushrooming of informal settlements / land invasion	Working in partnership with the traditional authorities, institute better spatial governance in communal areas where land invasion is rife.

Incapacity to deal with land invasion	The Municipality is looking into a possibility of appointing external service providers who will be equipped with the necessary resources to deal with land invasion as it occurs.
High vacancy rate (63.9%)	Redetermination of organizational structure and filling of critical posts underway.
Under spending of grant allocations by some departments	Speed up the appointment of critical staff to help with the shortage of staff in the Project Implementation Unit.

2.3 ENVIRONMENTAL PROFILE

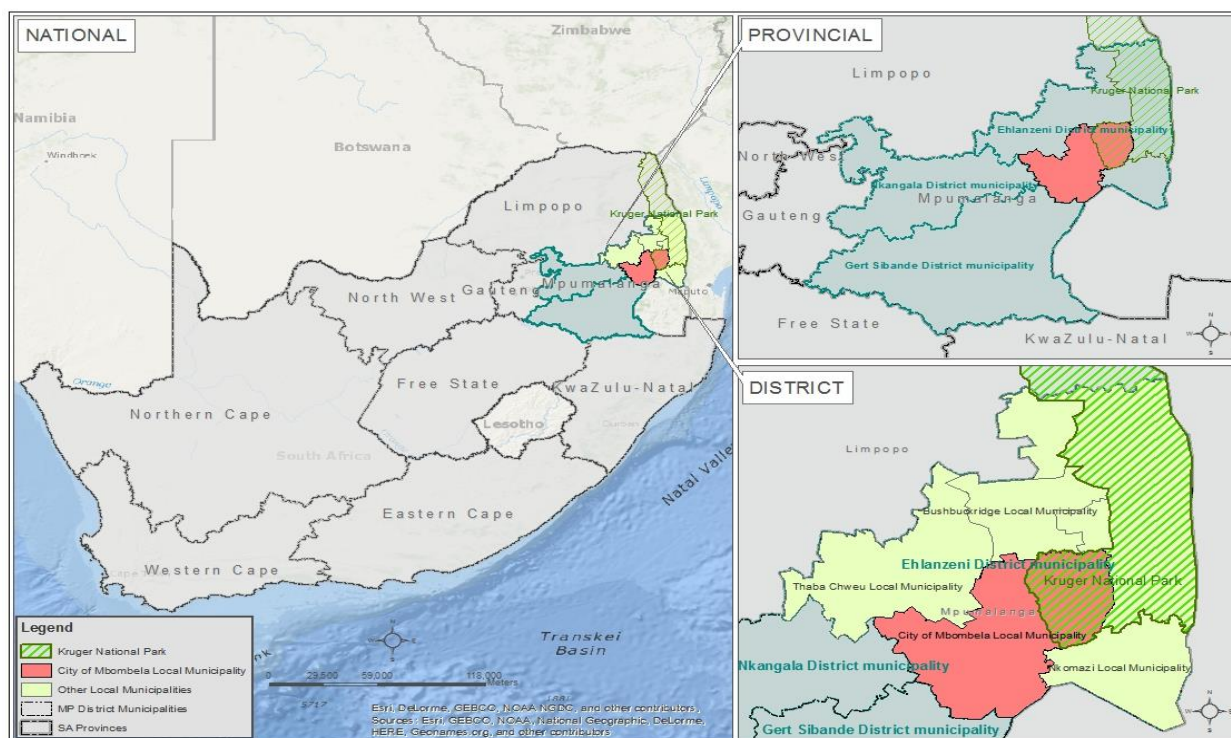
This section provides a situational analysis for the City of Mbombela. The analysis ranges from demographic, social, economic, spatial, environmental as well as service delivery assessment. The aim of this Chapter is to provide detailed information on the status quo of all the various facets or conditions that make up and found within the Mbombela municipal area. The results of these analysis are then used to devise means of intervention with a view to overcome the hindrance to development. This implies that the findings are used to inform future planning and also addresses the challenges and problems that exist within the communities in the municipal area. Own research, field studies and statistical resources such as StatsSA Census Surveys and SERO reports, annual performance reports were used in conducting the analysis (situation).

2.3.1 Geographic location

The City of Mbombela is one of the municipalities of South Africa, located in the Ehlanzeni District Municipality, Mpumalanga province. The City of Mbombela was established in terms of Section 12 of the Municipal System Act (2000) by the MEC for Cooperative Governance and Traditional Affairs in Mpumalanga subsequent to the disestablishment of two municipalities, Mbombela Local Municipality (MP322) and uMjindi Local Municipality (323).

The Municipality is situated in the North Eastern part of South Africa within the Lowveld sub-region of the Mpumalanga Province. The geographic coordinates of the Municipality are 25.4° South and 30.9° East. Figure 2.3.1 is a map showing the location of the Municipality's area of jurisdiction.

Figure 2.3.1: National, Provincial and District Context



Source: Mbombela GIS, 2017

The metropolitan areas of Pretoria and Johannesburg are located 320 km inland, with the border post at Komatipoort approximately 120 km to the east and the Mozambican coastline being around 200 km away and 55 km from the famous Kruger National Park. The Municipality is also bordered by Swaziland, situated 167km from the CBD, and 127km from Barberton. Urban areas within the Municipality include Mbombela, White River, Hazyview and Barberton as well as former homelands towns such as Kabokweni, Kanyamazane and Matsulu.

The Municipality is located in Mbombela which constitutes the capital city of the Mpumalanga province and hosts the head office of the provincial government (legislature). The location and its status of a capital city provide the Municipality with a competitive advantage as a corridor for growth and development. The City has two airports, Kruger Mpumalanga International Airport to the north east, and the general aviation Mbombela Airport to the south west. Kruger Mpumalanga is used for scheduled flights to Johannesburg and, less frequently, to Cape Town and other cities.

It is also a home of the Government Research Institute for Citrus and Subtropical Fruits, and the Lowveld Botanical Gardens. The City of Mbombela is a major stopover point for tourists travelling to the Kruger National Park and to Mozambique.

2.3.2 Municipal regions and wards

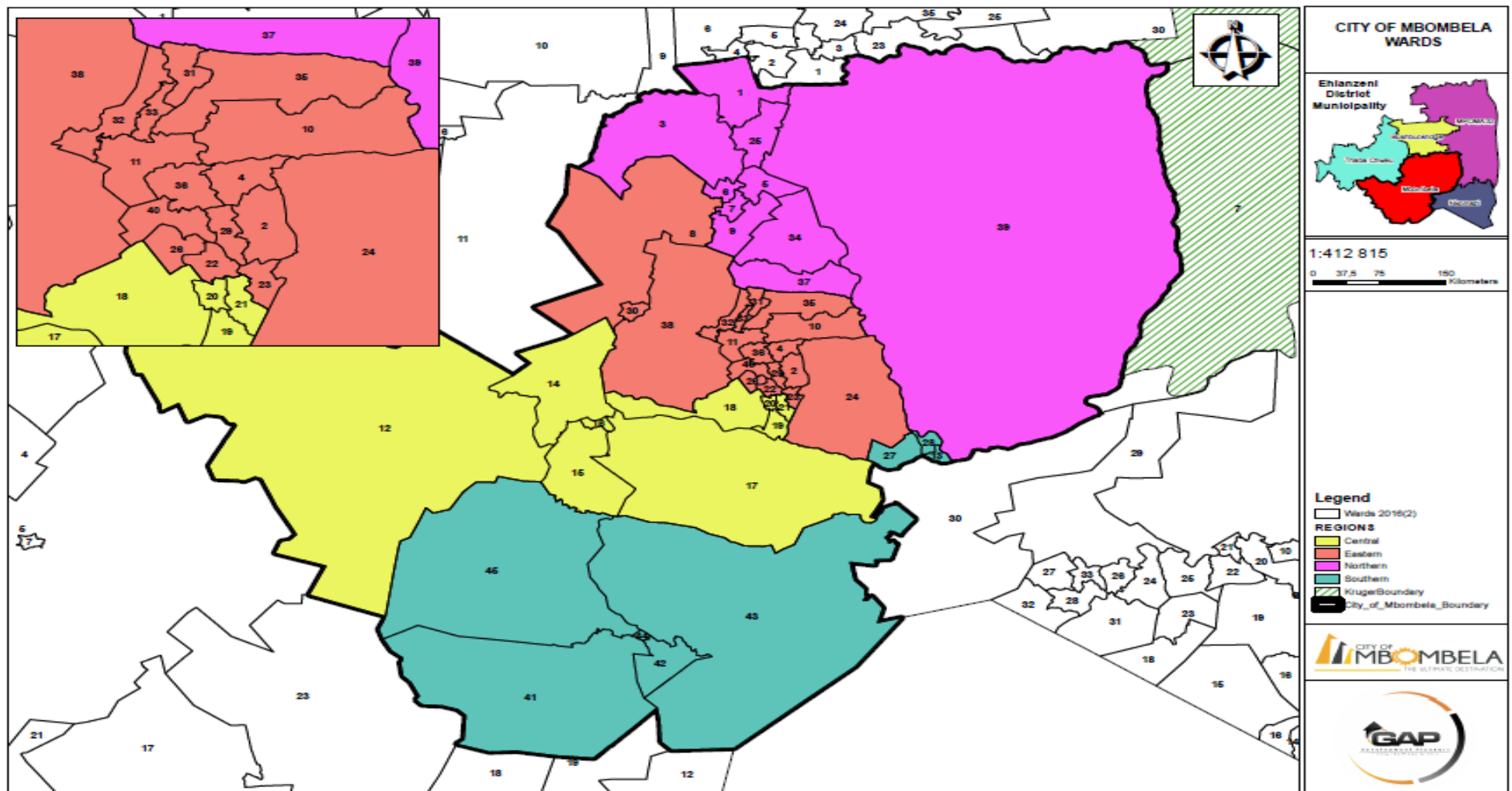
The municipality is made up of 45 wards and 4 regions as per the new municipal demarcation and section 12 notice by the MEC for Cooperative Governance and Traditional Affairs. The regions include Central region, Eastern region, Northern region and Southern region. Table 2.3.2 and Figure 2.3.2 below show the municipal regions and their respective wards.

Table 2.3.2: Municipal Regions and Wards

No.	Municipal Regions	Wards
1.	Central Region (Mbombela, Kanyamazane, Piennaar, Daantjie, Nelsville, Mataffin, Elandshoek)	2,4,12,14,15,16,17,22, 23, 24,26, 29 & 40, 18, 19, 20, 21,
2.	Northern Region (Hazyview)	1, 3, 5, 6, 7, 8, 9,25, 37 & 39
3.	Eastern Region (Nsikazi, White river, Kabokweni, Malekutu)	10,11,30, 38, 31,32,33, 34, 35,36
4.	Southern Region (Barberton, Lowscreek, Matsulu)	13, 27, 28, 41, 42, 43, 44 & 45

Source: IDP Division, 2017

Figure 2.3.2: City of Mbombela Regions and Wards



Source: City of Mbombela SDF, 2018

2.3.3 Spatial analysis (structure and form)

The current spatial structure of the City of Mbombela is dictated by various spatial structuring elements and settlement status (hierarchy) with associated economic base. The spatial structure that currently defines the City of Mbombela can be 99nauthoriz in terms of the following dominate elements:

Table 2.3.3: Spatial structuring elements

CBD'S OR PRIMARY NODES	SECONDARY NODES	DEVELOPMENT AXIS
Established inner City cores or CBD's which still functions as significant economic focus f the municipality. These CBD's are also anchored on the four dominant development corridors or axis across the municipal regions.	A series of activity or secondary nodes of varying intensities and functional characteristics that have been established over time.	An economically strong eastern urban development axis or corridor system that has grown around the key activity road (R40) and industrial characterized by major spine supporting accessibility routes.
DEVELOPMENT AXIS	MINING SETTLEMENTS	DEVELOPMENT AXIS
An area of mainly residential development, predominately low to medium income within the southern region.	Related mining settlements in the southern region of the City that have grown around the mining areas and supported the mining industry.	A spatially and economically marginalized pattern of settlement to the east, centred around the former Nsikazi area and home to approximately 70% of the city's population, 99nauthorized99 by low to medium residential density sprawling settlement, with relatively low levels of economic activity and generally poor connectivity to urban areas and economic opportunities to the west.

Source: **SDF 2018**

2.3.3.1 Settlements patterns and interrelationship

Urban and rural development is dictated by the settlement status (hierarchy and role / function) and its economic base. The settlements that currently defines the municipality can be 99nauthorize as follows:

- Central Business Districts (Primary municipal nodes)
- Secondary Nodes
- Mining Settlements
- Rural settlements and rural service centres

The roles and functions of the above settlements are 99nauthoriz in the below table.

Table 2.3.3.1: Roles and Functions of Nodes/Settlements

NODE / SETTLEMENT TYPE	NAME	ROLE AND FUNCTION
Primary Node (City centres)	Nelspruit	Nelspruit is the capital city for Mpumalanga and regional economic hub for the southern parts of Mozambique, the northern parts of Swaziland and the Lowveld Region.
	White River	White River fulfils a sub-regional role with respect to services and retail facilities, however an important residential, tourism and agricultural centre.
	Barberton	Barberton/ Emjindini is the major urban development node within the southern area consisting of business centres and residential areas, providing services to the mining settlements.

	Hazyview	Hazyview is an important agricultural and tourism centre serving the northern areas of Mbombela and southern areas of Bushbuckridge.
Secondary Nodes	Rockydrift	Rocky Drift currently performs the function of a regional industrial centre.
	Kabokweni	These nodes have a limited economic base providing a variety of social, retail, personal services and service industries to the mainly dormitory settlements surrounding them.
	Kanyamazane	
	Matsulu	
	Swalala	Swalala is predominantly residential with commercial activities clustered along the P17/6 mobility road.
Mining settlements	Fairview	These are mining settlements in the southern region of the City that have grown over the years 100nauthorized100 with residential settlements around the mining areas and supporting the mining industry.
	Sheba	
	New Consort	
	Barbrook	
Rural service centres	Ngodwana	Ngodwana is a private settlement that evolved around the forestry industry. The settlement includes the Sappi factory, associated housing and ancillary services.
	Elandshoek	Elandshoek provides housing, mainly to the people associated with the forestry industry.
	Kaapsechoop	Kaapsechoop is mainly residential with a strong tourism component.
	Sheba Siding	The role and function of these settlements is to provide shelter within the rural context and are supported by subsistence crop production and livestock farming with no economic base. These rural communities depend on nearby service centres where they can access day-to-day services.
	Louw's Creek	
	Emjindini Trust	
	Lomshiyo Trust	
	Verulam	
	Shiyalongubo	

Source: **SDF 2018**

2.3.3.2 Settlement Interrelationship and Connectivity

Evident from the above table are the following realities:

- Nelspruit is the most important settlement within the hierarchy of settlements as it provides the majority of central functions and has the greatest sphere of influence. Nelspruit has a high dependence on surrounding areas for resource inputs.
- White River, Hazyview and Barberton performs a secondary role to Nelspruit as employment centre and residential area and fulfil a sub-regional role with respect to the provision of central functions. These nodes depend on Nelspruit for 100nauthorize goods and services.
- The main economic activity in the eastern areas is taking place at Kanyamazane CBD, Kabokweni and Matsulu. Commercial activities in Swalala, Msogwaba and Daantjie are located along the main routes. These areas are 100nauthorized100 by low levels of formal local economic activity and high dependence on higher order settlements for 100nauthorize goods and services.
- A number of rural villages in the eastern part are supported by subsistence crop production and livestock farming with no economic base. These rural communities depend on nearby service centres where they can access day-to-day services.

Rocky Drift is the third largest employment area after Nelspruit and White River performing the function of a regional industrial node. Rocky Drift is lacking central functions other than industrial. Ngodwana, Kaapsechoop and Elandshoek depend on Nelspruit for a larger variety of functions and services.

2.3.3.3 Broader Land Use Activities

The land use patterns of urban and rural areas are mostly influenced by diverse set of factors, which includes climate, topography, and resource base in the area such as minerals, soils, etc. The broader land use patterns that occur within the City of Mbombela are categorized into natural elements, primary economic activities and human settlements as indicated in the tables below.

Table 2.3.3.3: Land use patterns

CATEGORY	TOTAL LAND COVER (ha)- 2014
Natural elements	543 680
Primary economic activities	146 732
Human settlements	23 591

Source: **SDF 2018**

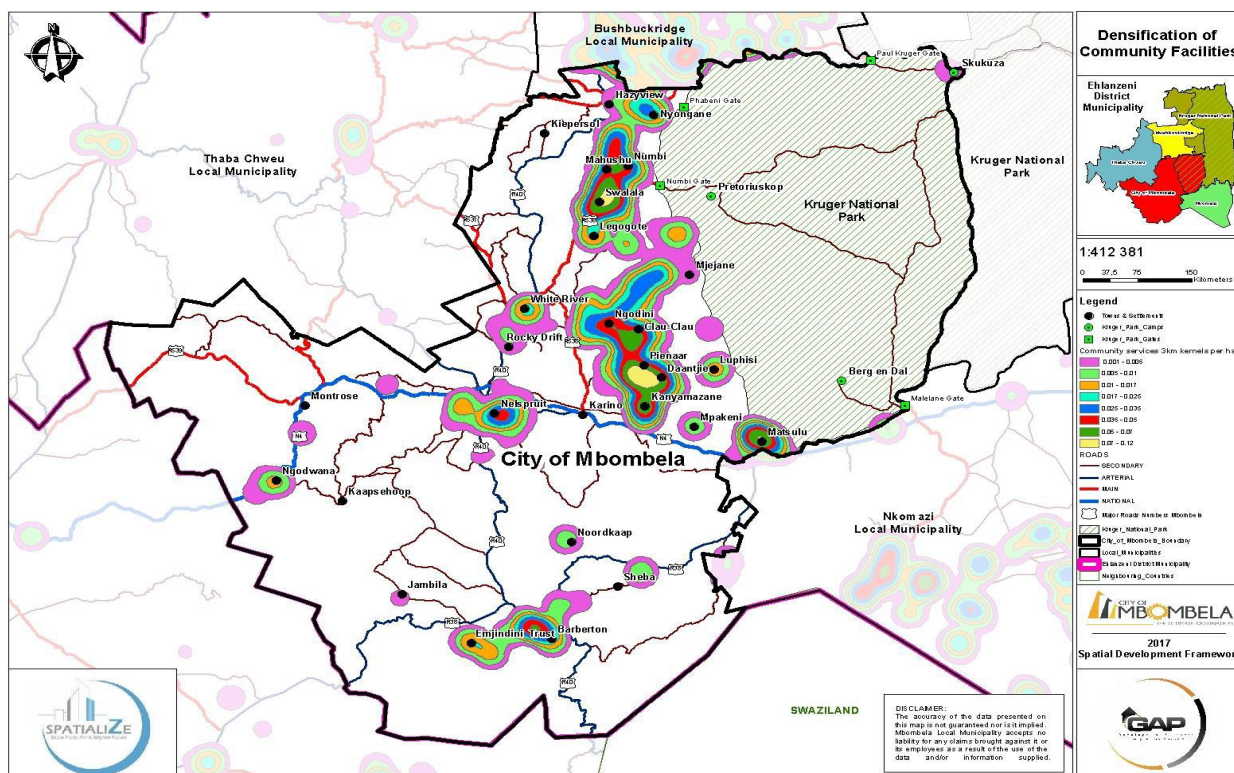
From the above table, it is clear that the natural elements dominates the total land cover within the Mbombela municipal area with 543 680 hectares. It is followed by the primary economic activities that takes place within the municipal space as a whole. Human settlements constitutes a mere 23 591 hectares.

2.3.3.4 Densities

A 3km Kernel Analysis was conducted to determine the densities of social amenities and businesses within 3 km representing access to social infrastructure and commercial jobs as well as the number of people who live within the 3km distance (see Figure 2.3.9.4 (a) – 2.3.9.4 (c). The results can be summarized as follows:

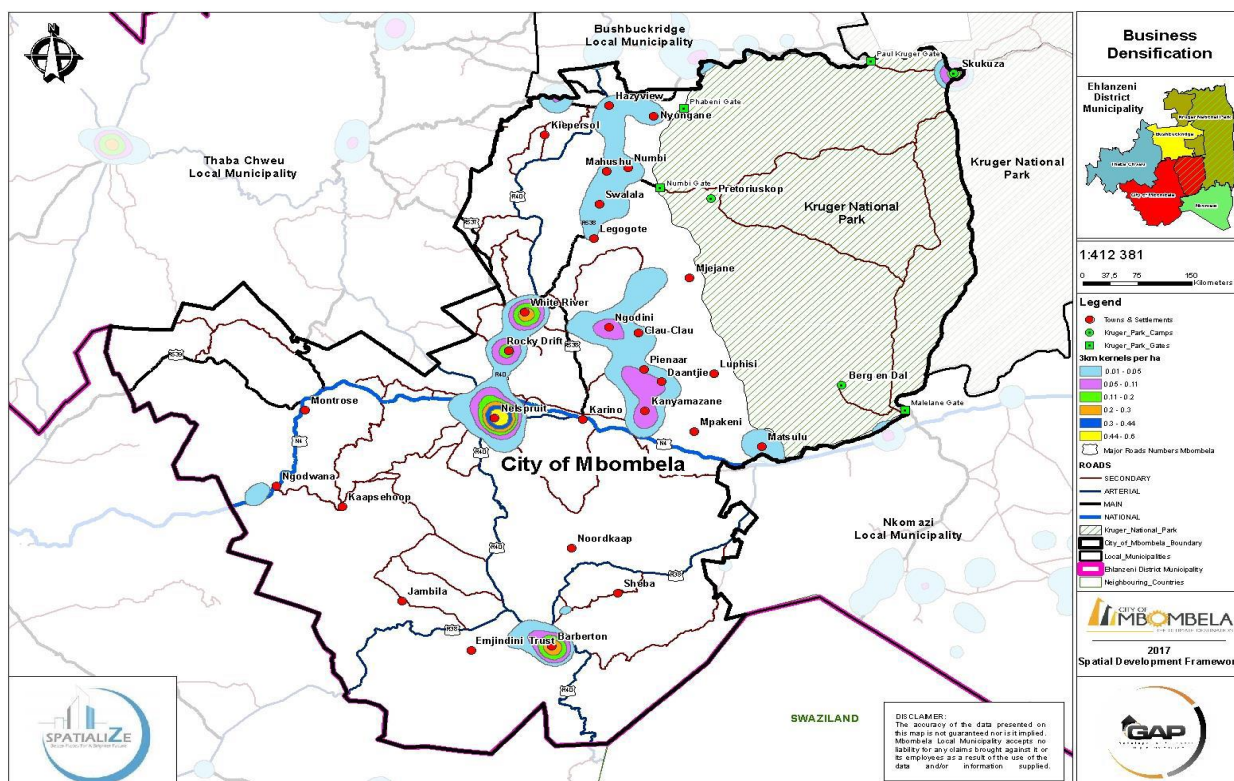
- Most of the community facilities are concentrated in Nelspruit, Kanyamazane, White River, Kabokweni, Hazyview, Mahushu, Swalala and Barberton.
- Majority of Businesses are concentrated in Nelspruit, Rockydirft, Whiteriver and Barberton.
- The majority of the population is concentrated in the eastern part of the municipality, in areas such as Matsulu, Kabokweni, Kanyamazane, Mahushu, Swalala, and Legogote

Figure 2.3.3.4-1: 3km Kernels Community Facilities Densities



Source: SDF 2018

Figure 2.3.3.4-2: 3km Kernels Business Facilities Densities



Source: SDF 2018

2.3.3.5 Development Pressure

The growth of the City resulted in demand for urban land around the main economic centres, i.e. White River, Nelspruit, Hazyview and Barberton. Development pressure within the municipality is eminent in the following Axes of Development:

- Business and commercial development along the R40,
- The provision of affordable housing nearer to places of employment,
- The provision of roads and engineering infrastructure

- The unmanaged influx of people into the area,
- Unstructured settlement patterns,
- The lack of employment within proximity of residential areas,
- Urban and rural decay,
- Disparate provision of social, economic and engineering infrastructure,
- A poorly developed roads and transportation system.

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- Urban expansion area of the City of Mbombela.
- Ongoing residential, commercial, institution and other urban development.

2.3.3.5.4 Southern Region Development Axis:

The Southern Region Development Axis is authorized by the Barberton / Emjindini as a major urban development node within the area consisting of various business centre and residential areas.

Recently submitted and approved land development applications (from year 2012 to date) give an indication of the development pressures in the municipality. The majority of applications for rezoning are clustered in and around economic centres such as Barberton, Nelspruit, Rocky drift, White River, Hazyview and other expansion areas such as Nelspruit extension, Riverside Park extension 24, Sonheuwel Township and West Acres extension 17.

This can be ascribed to the proximity of existing social and engineering infrastructure, economies of scale, employment opportunities, good access and visual exposure.

An investigation of land development applications for township establishment, mainly submitted to City of Mbombela Local Municipality indicate that the majority of these applications are clustered around White River farm portions, Karino area, Tekwane area, Boschrand Heights and South of the Nelspruit CBD.

Land development in the eastern areas is mainly funded by the public sector focusing on the delivery of houses and associated social and engineering infrastructure. It is imperative that tenure issues be resolved, settlements be authorized and registered in order to attract private sector investment.

2.3.3.6 Future Development Trends

The future development trends of the municipality emanates from the future township developments as indicated as well as the proposed future roads according to the roads master plan of the municipality. The City of Mbombela has identified the following new development areas which will play a vital role for future development of the municipality:

- Tekwane Mega Urban Hub
- Nkosi City
- Mataban Stadium Precinct
- Northern Areas Development
- Plaston Park Precinct
- KMIA Hub
- Rocky Drift – Dingwell
- Mpumagreen
- Kgarudi

2.3.4 Human settlements and land administration

The Municipality is faced with housing shortage or backlog. This problem has been exacerbated by the lack of suitable land for residential development; shortage of serviced stands and inadequate supply of housing subsidies by the Provincial Department of Human Settlements.

According to the Human Settlement Unit, the Municipality is experiencing an estimated housing backlog of 32 554 units. However, since 2009 new applicants were never taken as the national government has introduced a new system of capturing applicants on the waiting list. The new waiting list is now called

National Demand Data Base [NDDB], which means that municipalities no longer own such, but national would be controlling the process of allocation of units according to the database. Accordingly, the waiting list would be phased out to allow the national demand database to its full course in this financial year.

The Municipality has developed a Housing Chapter which among other things highlights the housing demand database or waiting list information for the entire municipality. The housing waiting list as per the Housing Charter was prepared in consultation with the ward councillors, ward committees, community development workers (CDW's) as well as municipal officials, specifically from Human Settlement Unit. The table below indicates the housing waiting list per ward.

Table 2.3.4: The Housing waiting list per ward

Ward 1	Ward 2	Ward 3	Ward 4	Ward 5	Ward 6	Ward 7	Ward 8	Ward 9	Ward 10	Ward 11	Ward 12	Ward 13
305	1381	600	551	710	380	800	875	670	830	614	540	822
Ward 14	Ward 15	Ward 16	Ward 17	Ward 18	Ward 19	Ward 20	Ward 21	Ward 22	Ward 23	Ward 24	Ward 25	Ward 26
206	25	15	780	1569	1708	1842	710	955	1114	997	750	1211
Ward 27	Ward 28	Ward 29	Ward 30	Ward 31	Ward 32	Ward 33	Ward 34	Ward 35	Ward 36	Ward 37	Ward 38	Ward 39
1713	997	714	400	372	573	2191	600	1089	649	400	307	215
Ward 40	Ward 41	Ward 42	Ward 43	Ward 44	Ward 45							
730	1900	150	1099	1040	967							

Source: **City of Mbombela Housing Charter, 2008**

According to the above table, the total number of registered applicants on the waiting demand database was 33 522 applicants, and 1325 applicants have benefitted from the housing schemes.

The shortage of housing problem is also linked with the rapid population growth caused by the migration of people in search of better job opportunities. The majority of these people come from the two neighbouring rural municipalities such as Nkomazi Local Municipality and Bushbuckridge Local Municipality. This has been exacerbated by the lack of a migration plan by the Municipality, which the Municipality is currently preparing.

However, the Municipality has identified suitable land for housing development around Mbombela City, Tekwane South, Tekwane North, Plaston, and White River. The suitable identified land is owned by the private sector, and the owners have already made offers to the Municipality. Hence the only challenge is funding. The Municipality has engaged other sister Departments to assist financially to acquire such land for integrated human settlements.

Moreover, three (3) portions of land have been acquired by the Department of Human Settlements and Rural development and Land Reform. The properties will be used for the development of integrated sustainable human settlement with full services. The properties include Friedenheim (Casa da Lua) (will provide approximately 500 stands); White River (will provide approximately 400 stands) and Maggiesdal (will provide approximately 800 stands). The Municipality has also identified land at Tekwane North Extension 1 (will provide approximately 500 stands) and Tekwane South Extension 2 (will provide approximately 500 low cost housing , 222 gap housing and 1000 walk-ups rental stock) for human settlements. Casa da Lua and Maggiesdal have not been serviced as yet.

The Provincial Department of Human Settlements has also purchased four farms and these are Portion 2 of Farm Biggar 664 JT, Farm Mona 659 JT, Farm Adelaide 339 JU, Farm Brangham 340 JU and Farm Hulley's Hill 338 JU for residential development. The four farms were initially zoned for agricultural purposes but due to the high demand of housing, the four farms are going to be rezoned for residential purposes. The Department of Human Settlements has finalised the township establishment of the four farms on behalf of the former Umjindi and about 1 100 stand are ready for allocation as per the waiting list. The former Umjindi, through the assistance from the Department of Human Settlements was also in the process of acquiring land for business and residential development purposes. The following pieces of land were identified:

- Acquisition of Portion 2 of Farm Biggar (Lurex) from the Department of Human Settlements.
- Acquisition of Brooklyn Farm (between Lindokuhle and Phola Park) from the Department of Public Works and Portion 67 of Barberton Town Lands at Ext 12.
- Acquisition of Portion 24, 45, and 87 Barberton Town Lands, 369JU (behind Barberton Hospital)

Currently, the implementation of the housing projects is done by the Provincial Department of Human Settlement and there is nothing that the municipality can do to fasttrack the delivery of houses. However, the Municipality has been accredited with level status, and should the capacity of the Municipality be strengthened, the Municipality will apply for level two status to administer all the housing related projects and it is expected that the accreditation will assist the Municipality in addressing its housing backlog.

In a bid to address the housing challenge, the Municipality is in the process of drafting an Integrated Housing Plan for the entire Municipality. This will be done concurrently with the land audit, since it is impossible to separate housing provision with land. Moreover, the Municipality has approved Alienation Policy that seeks to regulate the disposal and acquisition of municipal land. The challenge is that the Municipality does not have a Rapid Response (Reaction Unit) Unit that is legislatively empowered to deal with illegal occupation immediately. The newly established Law Enforcement Unit is not empowered to deal with such cases; they can only accompany peace officers to deliver notices. It is important that the issue of the establishment of a rapid response unit be investigated or the powers vested to the Law Enforcement Unit be revised in order to deal with this matters urgently.

2.3.5 Demographic overview

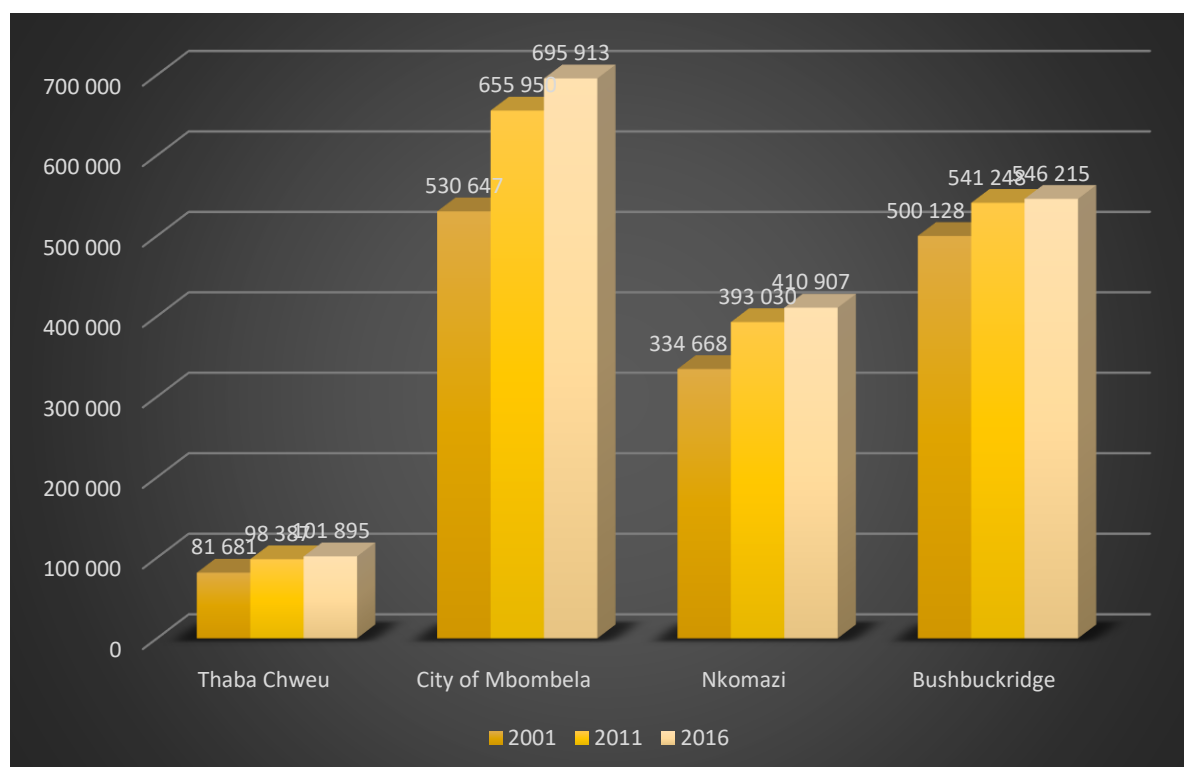
Demography is the statistical study of human populations. It encompasses the study of the size, structure, and distribution of these populations. Population dynamics constitute a key feature in development planning because one needs to be aware of the composition of the population before embarking on a process of improving the lives of the people making up the population. All spheres of government are entrusted with providing services to the people and thereby improving the livelihood of these people. In doing so, a critical analysis of the structure of the population is necessary. It is necessary to know whether population is predominantly young or old. This helps government in allocating its resources effectively as people of different age groups may at times require different services. Not only is the different age group important but also other elements such as the size, fertility, mortality, race, health and wellbeing are equally important. The following is a synopsis of the population dynamics of the Mbombela municipal area also known as demographic overview.

2.3.5.1 Population size

According to Community Survey 2016 results which is based on the 2016 municipal boundaries, the Mbombela municipal area had a total population of 695 913. This population constitutes 39.6% of the entire population of Ehlanzeni District. Hence, the municipal area of Mbombela is the most populous within the Ehlanzeni District (Community Survey, 2016). With regards to the municipal area's population

trends over the past 15 years, the Municipality has been one of the fastest growing municipalities in the district (refer to figure 2.3.3.1 below).

Figure 2.3.5.1: The population distribution in Ehlanzeni district area (2001 – 2016)



Source : **Stats SA, Census, 2001, 2011 and CS 2016**

The Mbombela municipal area has recorded annual population growth rate of 2.3% per annum between 2001 and 2011 (Stats SA, 2011). Between 2011 and 2016, however, an annual population growth rate of 1.3% was observed within the municipal area. These trends can be attributed to the Municipality's economic potential to attract people from other countries, provinces and municipalities.

According to Community Survey 2016, the municipal area of Mbombela is a destination for about 35.6% of all immigrants (both from other provinces and other countries) coming into Ehlanzeni District Municipality. In order to manage the challenges of migration, the municipality is currently in a process of developing a migration strategy. With the annual growth rate of 1.3% of the municipal area's population, it is estimated that the population will grow from 695 913 in 2016 to 723 408 in 2019.

2.3.5.2 Age and sex composition

Age and sex are the most basic characteristics of a population. Every population has a different age and sex composition. The number and proportion of males and females in each age group have considerable impact on the population's social and economic situation, both present and future (refer to table 2.3.3.2 below).

Table 2.3.5.2: Age and sex composition

Description		Years		
		2001	2011	2016
Age	0-14	33.81%	29.58%	32.20%
	15-34 (Youth)	39.03%	40.05%	37.30%
	15-64 (Economically active)	62.25%	66.20%	63.80%
	65+ (Elderly)	3.93%	4.15%	3.90%
Gender	Female	51.75%	51.08%	51%

	Male	48.24%	48.91%	49%
Sex ratio		93	96	98

Source : **Stats SA Census Surveys 2001, 2011 and CS 2016**

The above table shows that the municipal area has a relatively young population. This is indicated by the 37.3% compared with the 32.2% of children between the ages of 0-14 as well as the mere 3.9% of the elderly people. It is however evident from the above that there was a decline in the percentage contribution to the total population of the youth, from 40% in 2011 to 37.3% in 2016. An increase in the percentage contribution to the total population of children aged 0-14 was however witnessed, from 29.5% in 2011 to 32.2% in 2016. This presents a need for the provision of early childhood development centres, education, sports development facilities. This was also confirmed during the IDP community consultative meetings where the majority of wards raised the need for early childhood centres, schools and sport facilities.

The economically active group presents the youth together with adults above 34 years. This component indicates that there biggest chunk of the population are able to work. This is positive sign especially towards the economic growth of the municipality. The downside of it is that it has declined from 66.2% in 2011 to 63.8 in 2016. This could either mean that people are losing hope to seek jobs or that many people die under these age groups.

With regard to sex composition, the municipality has seen females being in majority since Census 1996 to the most recent Community Survey conducted in 2016. This has also been quantified by the sex ratios. There have been fluctuations in sex ration between the three Censuses. In 2001, the sex ratio was 93 males for every 100 females.

2.3.5.3 Racial profile

The Community Survey 2016 conducted by Statistics South Africa (StatsSA) indicates that the municipality is dominated by people of African (Black) descent most of whom speak the SiSwati language. The total contribution of the African group has increased between 2011 and 2016, from 89.1% to 95.9%. White people are the second dominant population group with 2.6% contribution to the total population whilst the Asian group remained the least contributing group with 0.4%. This information is indicated on the table below and is based on the 2016 municipal boundaries.

Table 2.3.5.3: Racial profile

RACE/POPULATION GROUP	2016	
	NUMBER OF PEOPLE	PERCENTAGE (%)
Blacks (African)	667 827	95.96%
Whites	18 695	2.69%
Coloureds	6 535	0.94%
Asian	2 855	0.41%

Source : **Stats SA, Community Survey 2016**

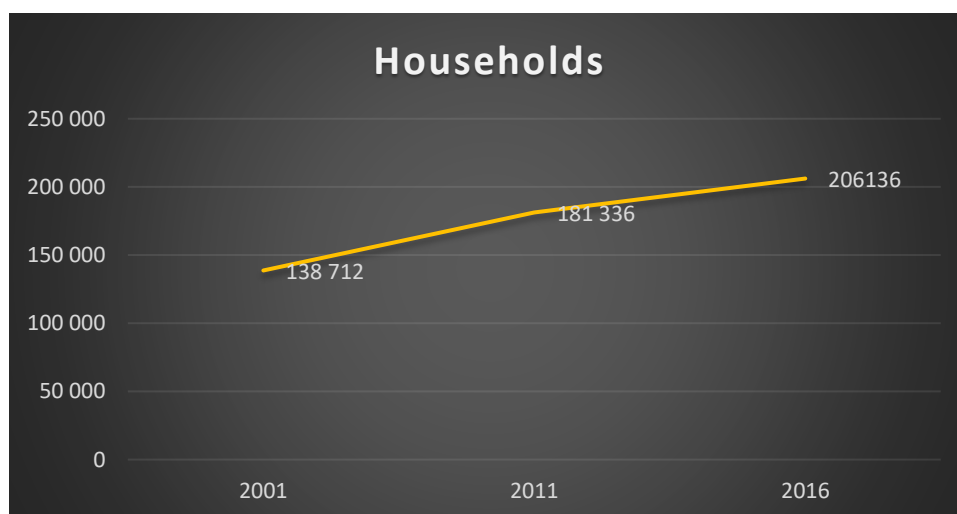
Linked to the race, the dominating language is SiSwati, followed by Xitsonga and Afrikaans respectively. The dominance of African people who are speaking SiSwati forced the municipality to approve a language policy which gave provision for the translation of key strategic documents such as IDP, Budget and Service Delivery and Budget Implementation Plan (SDBIP) into SiSwati. The primary objective of this was to ensure that the majority of the people understand the core business of the Municipality through their own language.

2.3.5.4 Number of households

According to Stats SA Community Survey 2016 results, the Mbombela municipal area has recorded a rapid increase in the number of households in the past 15 years. The results reveal that, as of 2016, the municipality had a total of 206 136 households. This means an increase of 42 624 between 2001 and 2011, while the number has increased by 67 424 in the past 15 years.

When looking at the average household size, the municipality has recorded a decline from 3.8 in 2001 to 3.6 in 2011 and further down to 3,3 in 2016. This can be attributed to the unbundling of households, which resulted in an increase in the number of households within the municipal area (Refer to figure 2.3.6.1 below).

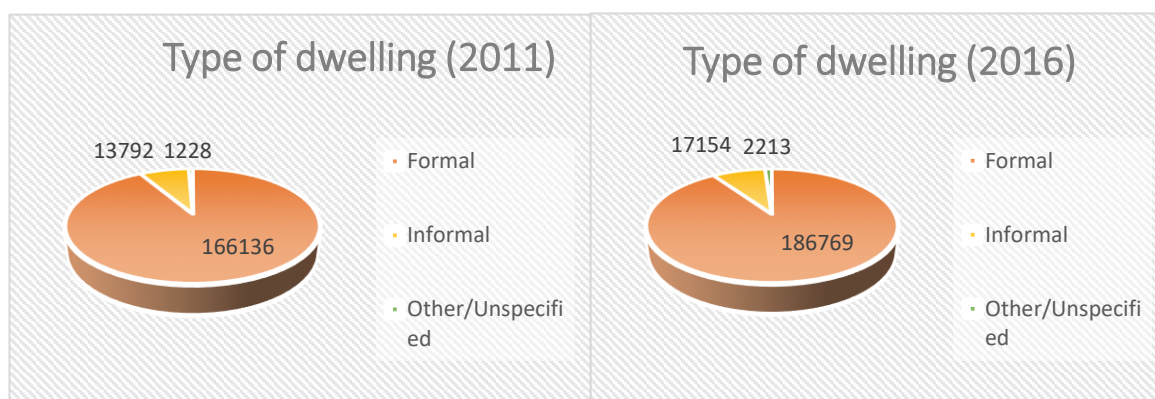
Figure 2.3.5.4-1: Number of households from 2001 to 2016



Source : **Stats SA Census 2001, 2011 and CS 2016**

The increase in the number of households has an impact in the planning and development of the Municipality. This, in other words, means that the municipality must earmark land for residential development in order to accommodate those who will need the space to live in. The increase in the number of households also has a direct impact on the provision of housing as well as basic services like electricity, water and sanitation. The following figure presents a status quo on the type of household dwellings that exist within the municipal area of Mbombela.

Figure 2.3.5.4-2: Type of dwelling



Source: **Statistics SA Census 2011 & Community Survey 2016**

In as far as the type of household dwellings are concerned, the Mbombela municipal area had moved from 166 136 formal households in 2011 to 186 769 formal households in 2016, thus indicating an increase of 12.4%. This was as a result of the concerted effort between the Municipality and the Mpumalanga Department of Human Settlements in ensuring formalisation of new settlements and ultimately providing formal adequate housing and basic services to different categories of beneficiaries. It is also important to note however that the number of informal household dwellings also increased during the same period, from 13 792 in 2011 to 17 154 in 2016. This were the effects of urban sprawling brought about by the number of new settlements established next to centres of economic activity within the municipal area. Furthermore, it was also caused by the growth of the population which was accompanied by excess demand for housing not readily available.

The municipality in partnership with the Provincial Department of Human Settlements will continue to expedite and prioritise the establishment of new settlement and formalisation of informal settlements in order to provide services in a sustainable manner. The municipality's newly developed Land Use Management Scheme will also ensure that development takes place in line with the Spatial Development Framework.

2.3.6 Basic services delivery

Section 152 of the South African Constitution requires a municipality to ensure the provision of basic services to communities in a sustainable manner. The basic services that a municipality must provide include water, sanitation, electricity, refuse removal and municipal roads. The following is an analysis of the trends in households as well as an analysis of the existing level of service within the Mbombela municipal area.

2.3.6.1 Household access to service delivery

The table below depicts a summary of the status quo on household access to basic basic service delivery from 2001 until 2016. It indicates the strides made by the Municipality in providing access to basic services within the municipal area as a whole.

Table 2.3.6.1: Basic service delivery indicators

BASIC SERVICE DELIVERY INDICATORS	STATISTICAL RESULTS		
	2001	2011	2016
Number of households with connection to piped (tap) water: on site & off site	109 539	144 517	161 931
Number of households with access to basic sanitation (Water borne toilet, septic/chemical toilets)	39 079	67 381	74 171
Number of households with access to electricity	89 453	160 871	190 065
Number of households with weekly refuse removal by local authority	39 787	63 197	64 027

Source : **Stats SA Census Survey 2001, 2011 & CS 2016**

The above table shows a summary of household basic service delivery indicators. It portrays that the Municipality has made significant progress in increasing the number of households with access to piped water (on site and off site) to its households, showing an improvement by 52 392 or 47.8% additional households. With regards to household access to basic sanitation (water-borne toilets & septic/chemical toilets), a percentage increase of 89.7% was observed, from 39 079 in 2001 to 74 171 in 2016. This

can be attributed to the implementation of bulk water and reticulation projects funded through own funding, SembSilulumanzi and grants received from provincial and national government departments such as MIG, MWIG and MSIG.

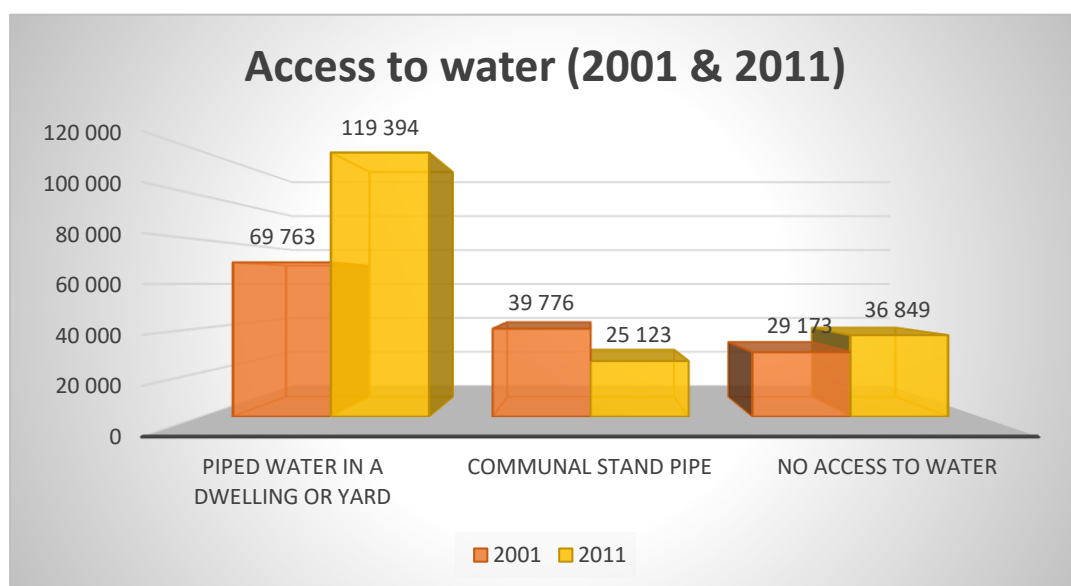
Through partnership with Eskom and implementation of INEP projects funded by the National Department of Energy, the City of Mbombela has also increased the roll out of access to electricity which stood at 92.2% in 2016, making it the most improved basic service amongst all. In terms of refuse removal, the Municipality has shown an increase of 58.8% in providing weekly refuse removal between 2001 and 2011, whilst it has shown a slight increase of 1.3% between 2011 and 2016. According to the municipality's own assessment, this slight increase is attributed to the increase in the number of informal households that have terrestrial restraint to collect refuse as most households with access to this basic service are not only formalised but are also accessible.

The following section provides a breakdown of each basic service as per the available statistical information produced by Statistics South Africa (Stats SA), the official custodian and publisher of statistics related information of the country.

2.3.6.1.1 Water

Water is the most basic right a human being is entitled to in terms of the Constitution of the Republic of South Africa. It is therefore inherent upon the Municipality to ensure the provision of water to its communities in a sustainable manner in order to fulfil its constitutional obligation. The figure below indicates the extent to which the Municipality has been thriving to deliver water services to the communities from the period of 2001 up to 2011.

Figure 2.3.6.1.1-1: Access to Water (2001 & 2011)



Source : **Stats SA Census Surveys 1996, 2001 & 2011**

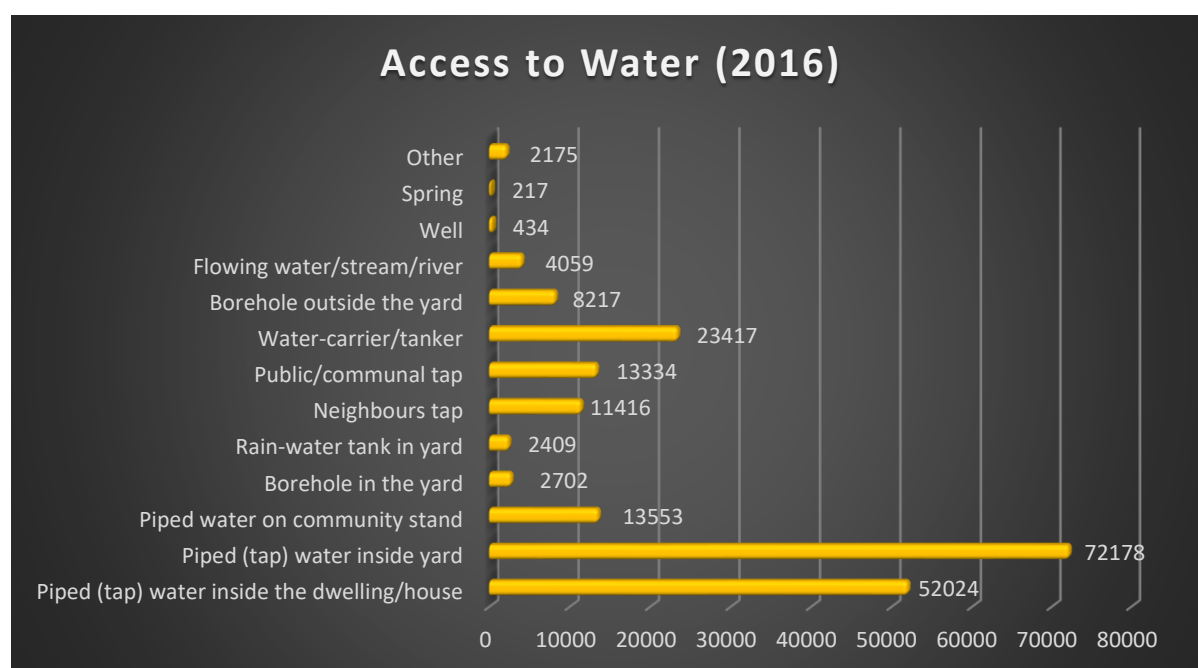
During 2001, the City of Mbombela had 69 763 (50.2%) households with access to piped water in their dwelling or yard and 39 776 (28.6%) households which had access to water through communal stand pipes. The number of households with access to piped water increased by 49 631 or 71.1% whilst that of households with access to water through communal stand pipes contracted by 14 653 or 36.8% in 2011. The decline in the number of households which had access to water through communal stand pipes (between 2001 and 2011) was as a result of the Municipality connecting piped water inside dwelling or yard to benefit households that previously relied on communal taps. (NB: The 2001 and

2011 results are based on a combined 2001 and 2011 municipal boundaries for the former Umjindi and Mbombela Municipalities respectively).

Whilst the Municipality has shown improvement in the provision of water to the households, it must be borne in mind however that the backlog (households without access to water) in the water service provision has been increasing. This is depicted by the 36 849 in 2011 from 29 173 in 2001, thereby implying a 26.3% increase. The increase in the backlog is closely linked to the sharp increase in the number of households within the municipal area. (NB: The 2001 and 2011 results are based on a combined 2001 and 2011 municipal boundaries for the former Umjindi and Mbombela Municipalities respectively).

The following figure depicts the current 2016 status quo with regards to water service provision. The results thereof are reminiscent of the strides the City of Mbombela has made in relation to improving water service provision within the municipal area. The results are depicted separately in that they are not absolutely comparable with the census surveys conducted in the previous years, 2011 and 2001, and are based on the 2016 municipal boundaries.

Figure 2.3.6.1.1-2: Access to water (2016)



Source : Stats SA Community Survey, 2016

In as far as water service provision is concerned, the acceptable standard of access to water is households that obtains potable water within a radius of 200 metres. The figure above seeks to depict household access to water at different levels during 2016. From the figure above, households with access to water through piped (tap) water inside their yard constituted the highest proportion with a total number of 72 178 or 35%. This was followed by households with access to water through piped (tap) water inside their dwelling or house where the total stood at 52 024 or 25.2%. There were also significant number of households which accessed water through water tankers and through piped water on community stand, with the total numbers being 23 417 and 13 553 respectively. This meant that a substantial number of households had their water delivered through municipal trucks daily.

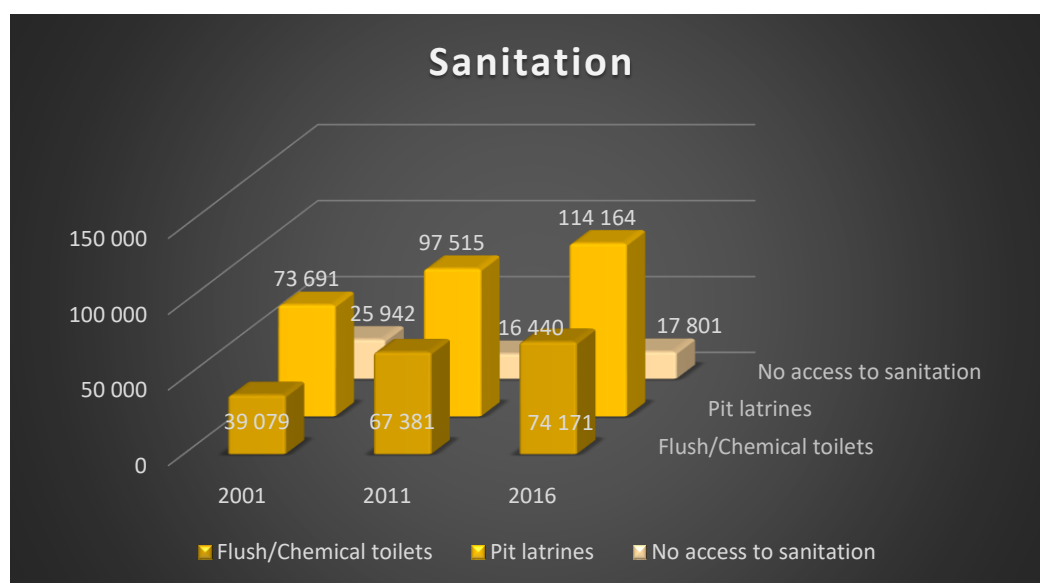
The City of Mbombela still need to do more in terms water infrastructure projects particularly in the most remote communities within the municipal area. Currently, the Municipality's budget is dominated by bulk

water and reticulation projects in order to eradicate the existing backlogs within the municipal area. Areas that are mostly affected includes amongst others Nsikazi North, Nsikazi South, Emjindini rural areas, Hazyview, Phumlani, Matsulu and Kabokweni.

2.3.6.1.2 Sanitation

In restoring people's dignity, it is of paramount importance that the Municipality provides adequate sanitation services to the communities. It must be acknowledged that this is one area where the Municipality has been struggling particularly in remote rural areas. This is due to the lack or shortage of piped water supply in these areas which constraints the municipality in providing water borne ablution facilities. The following figure depicts the trends of provision of sanitation services within the municipal area.

Figure 2.3.6.1.2: Access to Sanitation (2001, 2011 & 2016)



Source : **Stats SA Census Survey 2001, 2011 and CS 2016**

From the above figure, it is easier to point out that there has been a nominal increase in the number of households with access to flush or chemical toilets since 2001. This is indicated by the move from 39 079 in 2001 to 67 381 in 2011, thus indication an increase of 72.4%. The upward trend continued between 2011 and 2016, although minimal during this period, where an increase of 10% was observed. This could be attributed to the Municipality's implementation of sanitation projects between the periods in question. An upward swing was also recorded with regards to number of households which use pit latrines as basic form of sanitation. This number increased by 16 649 or 17% between 2011 and 2016. The City of Mbombela, through a resolution taken by Mpumalanga Government, has since refrained from implementing pit latrines or VIP toilets within the municipal area as these had the potential to contaminate underground water.

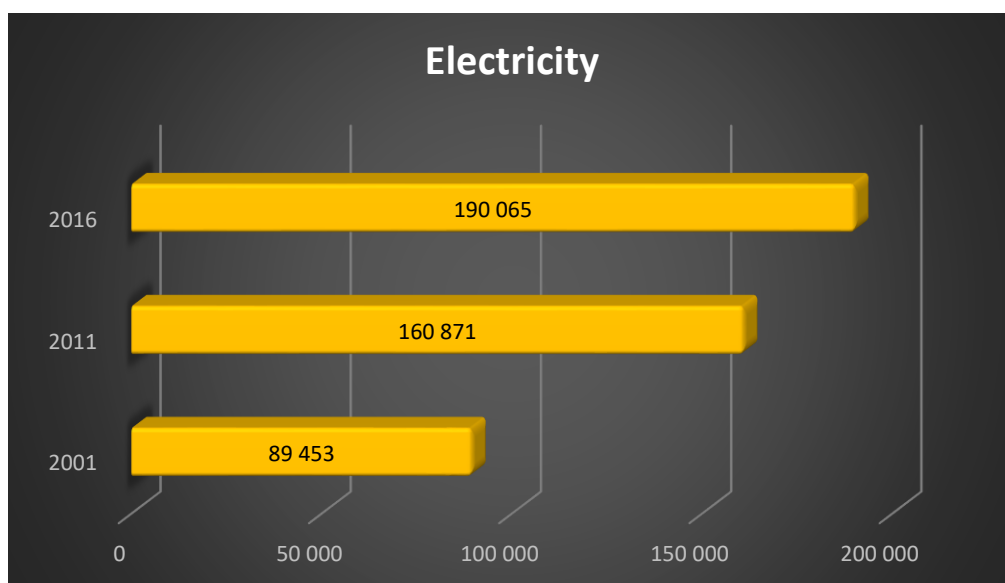
The number of households without any form of sanitation stood at 17 801 in 2016 from 16 440 in 2011, thus indicating an increase of 8.2%. Most of the households with pit latrines or VIP toilets and those without toilets were situated in rural areas. While it is indisputable that the Municipality is not faring very well in the provision of sanitation services, it should also be noted that the pace at which the number of households is growing is another contributing factor towards improving the service access. The City of Mbombela will also fast track the implementation of water borne toilets once it has dealt with the water infrastructure in affected areas. Currently, the sanitation infrastructure projects being implemented revolve around the augmentation of Waste Water Treatment Plants, replacement of dilapidated sewer

lines as well as reticulation of settlements where there is existing infrastructure to support the connection of water borne toilets.

2.3.6.1.3 Electricity

Provision of electricity within the municipal area is one area where the Municipality has made considerable progress. Throughout the years, the Municipality together with Eskom and the National Department of Energy have rigorously implemented electrification projects to benefit communities in all the affected areas. However, it should be noted that the backlog that is still existing is as a result of the additional households within the municipal area thereby causing additional demand. The figure below illustrates the picture in as far as electricity provision within the Mbombela municipal area is concerned.

Figure 2.3.6.1.3: Access to Electricity (2001, 2011 & 2016)



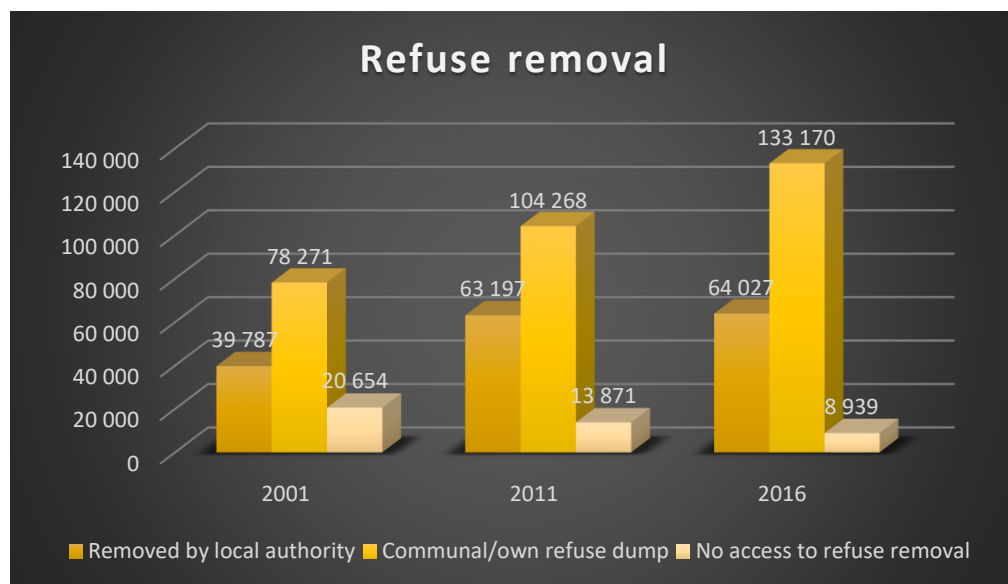
Source : **Stats SA Census Survey 2001, 2011 & CS 2016**

The Municipality has experienced increases in electricity supply for all the periods under review. Between 2001 and 2011, 71 418 (79.8%) households were added into the grid. By 2016, this number further escalated to 190 065, indicating an increase by 18.1%. Although such progress has been made, there are still other areas that still need electricity, particularly in the rural areas. The municipality in partnership with Eskom is in the process of upgrading existing power stations in order to cater for all the areas within the municipal area. Moreover, the municipality is in the process of developing a master plan on streets or public lighting which will address the challenges of street and high masts requested by the communities during the IDP consultative meetings.

2.3.6.1.4 Refuse removal/waste management

The South African Constitution (Act 108 of 1996) states that: “*the objects of local government are, amongst others, to promote a safe and healthy environment*”. It is therefore paramount to note that this is a constitutional obligation entrusted to all municipalities within the country. The City of Mbombela is no exception and will always strive to fulfil this constitutional mandate with a view to create a conducive environment for its community members. The most relevant way a municipality can respond to this mandate is ensuring a clean environment through responsive environmental management, waste management and refuse collection services. Below is a figure indicating how the City of Mbombela has fared in providing refuse collection within the municipal area between 2001 and 2016.

Figure 2.3.6.1.4: Access to refuse removal services (2001, 2011 & 2016)



Source : **Stats SA Census Survey 2001, 2011 & CS 2016**

Access to refuse removal services within the municipal area is still a challenge particularly in rural areas where access routes make it impossible for kerb side refuse collection. This is depicted in the figure above which shows that the number of households using communal or own refuse dump was the highest at 133 170 in 2016 from 104 268 and 78 271 in 2011 and 2001 respectively. An increase in the number of households with access to kerb side refuse collection by local authority/municipality was also witnessed between the 2001 and 2016 period, from 39 787 in 2001 to 64 027 in 2016 – thus implying an increase of 60.9%. During the same period, there has also been a steady decline in the number of households with no access to refuse removal – from 20 654 in 2001 to 13 871 in 2011, and a further decline to 8 939 in 2016. This is an improvement of 56.7% between 2001 and 2016.

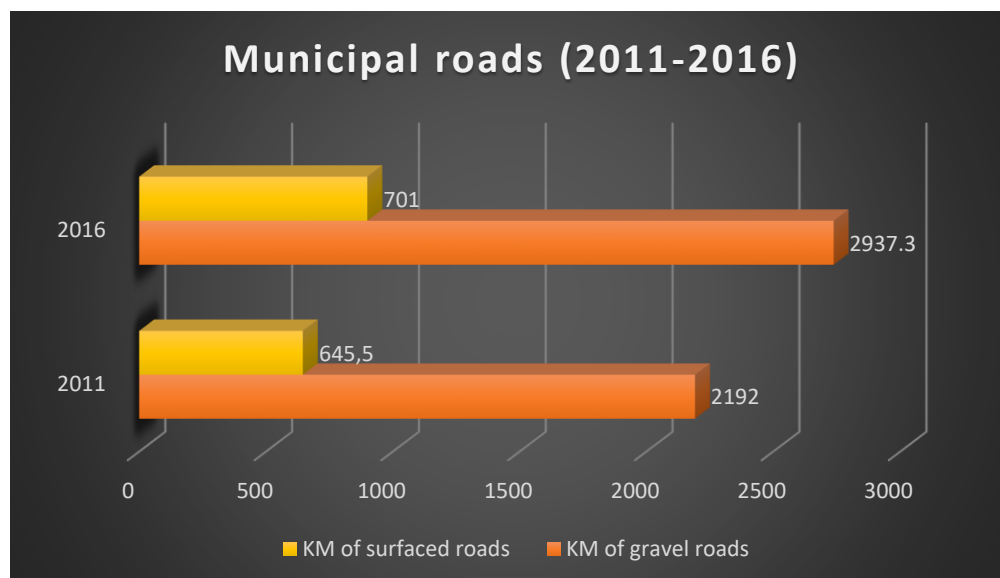
The Municipality needs to do more in improving the service access particularly in rural areas as the lack of such service has the potential of promoting illegal dumping and may eventually lead to health hazards or unbearable environmental effects. The municipality is currently in the process of extending the waste collection service to the rural areas and informal settlements, and a feasibility study is underway in this regard. Moreover, transfer stations in White River, Hazyview, Kabokweni and Matsulu are being established.

The municipality is also reviewing the Integrated Waste Management Plan and compiling section 78 investigation reports as per the requirement of the National Environmental Management: Waste Act 59 of 2008. Waste minimization and recycling programs are being institutionalised to reduce the tonnage of waste reaching the landfill sites and subsequently create jobs for those who are interested in participating in the recycling program.

2.3.6.1.5 Municipal Roads and Storm water

The City of Mbombela's jurisdiction is dominated by a huge backlog of surfaced roads. This may be attributed to the fact that most of its settlements are predominantly rural or informal. However, this does not divest the Municipality of the responsibility to ensure provision of adequate access to conducive municipal roads to its communities. As a result, the Municipality has strived to ensure provision of surfaced roads and to constantly maintain both the surfaced and gravel roads. The figure below provides the status of municipal roads within the Mbombela municipal area from 2011 to 2016.

Figure 2.3.6.1.5: Municipal roads (2011 & 2016)



Source: **Municipal PCF Report 2016**

The figure above indicates that 645,5km of the 2 837.5 total kilometres of municipal roads existing were surfaced roads and 2 192km were gravel roads in 2011. Between 2011 and 2016, the Municipality has opened 800.8km of new roads. The new total kilometres of municipal roads became 3 638.3km. Of this total, 701km were surfaced roads and 2 937.3km were gravel roads. By 2016, 18.3% of the municipal roads were surfaced with either asphalt or interlock block paving and this was made possible through the implementation of Municipal Infrastructure Grant, Disaster Relief Grant and internally funded projects. This is another area of service where the City of Mbombela is having huge backlogs and needs to improve. Furthermore, all the municipal roads (surfaced or gravel) are regularly maintained by the Municipality.

The municipality also has a Roads Master Plan (RMP) which is being updated to cater for the Umjindi area and will be reviewed annually to cater for the completed and new developments. The new University of Mpumalanga, ICC, Urban Renewal Project in Tekwane, Nkosi City and the Fresh Produce market will have a significant influence on the traffic flow, therefore the master plan will also be updated to cater for such changes.

2.3.6.2 Progress to date: Access to basic services (2016 – 2019)

This section seeks to depict the progress that the current sitting council has made with regards to ensuring universal access to basic municipal services since it came into power in August 2016. The progress is indicated in table 2.3.6.2 next page.

Table 2.3.6.2 Progress Report on basic service delivery (2016 – 2019)

BASIC SERVICE	BASELINE (2016)		5 YEAR TARGET	TOTAL BACKLOGS ERADICATED	PROGRESS TO DATE (2019)	
	ACCESS	BACKLOG			ACCESS	BACKLOG
Water	161 931 (78.5%)	44 205 (21.5%)	38 209	7 143	169 074 (82.0%)	37 062 (18.0%)
Sanitation	117 925 (57.2%)	88 211 (42.8%)	9 150	527	118 452 (57.4%)	87 684 (42.6%)
Electricity	190 065 (92.2%)	16 071 (7.8%)	4 140	10 503 (Eskom 4365 + CoM 6138)	200 568 (97.2%)	5 568 (2.8%)
Refuse collection	64 027 (31%)	142 109 (69%)	140 171	1 923	65 950 (32%)	140 186 (68%)
Municipal roads	701 km (18.3%)	3 120 km (81.7%)	33.2 km	46.02 km	747.02 km (19.5%)	3 073.98 km (80.5%)
TOTAL NUMBER OF HOUSEHOLDS	206 136					
TOTAL KMs OF ROADS	3 821 km					

Source: Stats SA, Community Survey 2016, Annual Reports 2016/17, 2017/18, 2018/19, MTPR 2019/20

It is a statutory requirement for a new Council after it has come into office to set, for its elected term, five year service delivery targets based on its development priorities for the IDP. The provision of basic services is a constitutional requirement in terms of section 152, paragraph (b) which provides, amongst others, that “the objects of local government are to ensure the provision of services to communities in a sustainable manner”. The above table seeks to explain the extent to which the current council has achieved in relation to the eradication of basic services backlogs.

2.3.6.2.1 Water and sanitation

In regard to water, it can be observed that the proportion of household with access to water at basic acceptable level has increased from 161 931 in 2016 to 169 074 in 2019, showing a 3.4% increase. The provision of access to basic sanitation, including VIP and non-VIP pit latrines, has also seen an increase from 117 925 in 2016 to 118 452 in 2019, an increase by 527 or 0.2%. This was achieved through the implementation water and sanitation programs which were funded internally (own revenue) and externally by provincial and national grant allocations (i.e. MIG, MSIG). While such progress can be observed, it should be noted however that more still needs to be done in eradicating the outstanding backlogs especially access to basic sanitation. Extension of access to basic sanitation particularly in rural areas relies heavily on the implementation of water infrastructure programs which must still be prioritised and expedited.

2.3.6.2.2 Electricity

Through programs funded by ESKOM as well as the INEP program funded by the Department of Energy and implemented by the Municipality, electricity supply and connection to households between 2016 and 2019 has increased by 10 503 or 5%.

2.3.6.2.3 Refuse collection

Refuse collection remains a challenge to the Municipality particularly in rural areas which are predominantly informal and have limited access (poor condition or lack of routes/streets) for kerbside refuse collection. The Municipality is left with little option but to improvise by utilising EPWP program where people are employed to collect refuse without pick-up trucks. Feasibility studies are however

underway to devise means of collecting refuse in these areas according to acceptable levels. Between 2016 and 2019, household access to refuse collection has seen an increase of 1 923.

2.3.6.2.4 Municipal roads

Municipal roads is one basic service with high backlog as depicted by the 80.5%. This is attributable to the fact that the vast proportion of the municipal area is rural, which is constituted by informal areas. The Municipality nonetheless receives grants from provincial and national departments to implement road and storm water programs within its area of jurisdiction. These grants are used to surface gravel roads, rehabilitate and upgrade dilapidated roads that are falls under the municipality's competence. Such appropriations have been used from 2016 until 2019 to surface 46.02 kilometres of gravel roads, an increase by 1.2%.

2.3.7 Disaster management

According to the status quo report of the Disaster Management Unit, about 47 000 households in rural areas are without radio communication system coverage to alert the unit during disasters. Almost 39% of the households have built houses on wet lines and flood lines which is a serious risk.

The unit does not have a fully fleshed Disaster Management Centre, and is relying on the assistance of the District and Provincial centres. However, the Municipality has entered into an agreement with the Provincial Department of Co-operative Governance and Traditional Authorities (COGTA) to upgrade Council's Disaster and Communications Centre.

The Disaster Management Unit in Umjindi was not adequately established as it only had 1 full time employee. The Disaster Management Centre established for the Umjindi had incomplete network system which made it difficult to execute disaster management services effectively. A Disaster Management Plan was developed in 2014 on behalf of Umjindi by the Ehlanzeni District Municipality. The Ehlanzeni District Municipality and the Provincial Department of Co-operative Governance and Traditional Affairs (COGTA) supported the former Umjindi in executing its disaster management functions.

The City of Mbombela participate in the Disaster Management Forum where all issues related to disaster are discussed, and a Disaster Management Plan is currently under review to cater for the former Umjindi.

2.3.7.1 Background

In terms of the constitution of the Republic of South Africa, Act 108 of 1996, section 41(1) (b), it is the responsibility of all spheres of government to secure safety and wellbeing of the people of the Republic. The constitution also places the responsibility of securing the safety and health of the environment on all spheres of government. It is therefore imperative to realise that disaster management is the primary responsibility of government as well, because the DMA puts emphasis on healthy and safe communities and environment.

Section 26(g) of the Municipal Systems Act 32 of 2000 as well as sections 52 and 53 of the Disaster Management Act 57 of 2002 compels each municipal entity to develop a disaster risk management plan as part of and an integrated part of their Integrated Development Plans. It is as a result of these legislative prescripts that the City of Mbombela has developed its Disaster Management Plan which was approved by Council.

The City of Mbombela Disaster Management Plan establishes the arrangements for disaster risk management within the City of Mbombela Local Municipality (CoM) and has been prepared in accordance with the requirements of the Disaster Management Act, (Act 57 of 2002) and section 26(g)

of the Municipal Systems Act (2000), and Municipal Finance Management Act (2003). Reference has also been made to the Disaster Management Policy Framework and the Disaster Management Localised Incident Policy.

2.3.7.2 Purpose of CoM Disaster Management Plan

The purpose of this plan is to establish processes for a comprehensive disaster risk assessment. It further seeks to identify and clarify the roles and responsibilities of the internal and external stakeholders throughout the entire cycle of disaster management, i.e. pre-disaster, during disaster and post disaster phases. It again identifies and establishes consultative mechanisms for specific priority risk reduction projects aimed at promoting resilient communities within the city.

2.3.7.3 Foundational Institutional Arrangements

In terms of disaster management legislations (i.e. Disaster Management Act 57 of 2002, National Disaster Management Policy Framework, Provincial Disaster Management Policy Framework and Municipal Disaster Management Policy Framework), the council of each municipality must establish institutional capacity for disaster risk management in its area for implementing disaster risk management within the municipal sphere of government. Furthermore these arrangements must be consistent with national and provincial arrangements and must provide the appropriate mechanisms to allow for the application of cooperative governance to facilitate both intergovernmental and municipal interdepartmental relations as well as community participation for the purpose of disaster risk management. This is in line with the requirements of a Level 1 Disaster Risk Management Plan as per section 3.1.1.2 of the National Disaster Management Policy Framework. The following structures have been created in order to give effect to the above-mention legislative provision:

2.3.7.3.1 Emergency Services Department Top Management Committee

The City of Mbombela Disaster Risk Management Framework (DRMF) indicates that the Management Committee of Mbombela is used as the managerial coordinating body for inter-departmental liaison and coordination. In order for this plan to be implemented successfully it is imperative for the Management Committee to adopt disaster risk management as a standing agenda point of the meeting. This will ensure that disaster risk management is addressed on a regular and on-going basis. Though the Management Committee, high-level decision-making will inform the tasks of the different disaster risk management focal points in the respective divisions and municipal entities.

2.3.7.3.2 Disaster Risk Management Advisory Forum

The Act calls for the active participation of all stakeholders, including the private sector, NGOs, technical experts, communities, traditional leaders and volunteers, in disaster risk management planning and operations. Specific arrangements must be implemented to ensure the integration of stakeholder participation, to harness technical advice and to adopt a holistic and 119nauthori approach to the implementation of policy and legislation. In order for all relevant role-players in disaster risk management in the municipal area to co-ordinate their actions on matters relating to disaster risk management as prescribed in Section 4.1.3 of the National Disaster Risk Management Framework.

Section 44 of the Act, stipulates that Council must establish a Disaster Risk Management Advisory Forum as provided for in Section 51 of the Disaster Management Act 57 of 2002. The Forum must comprise of the relevant stakeholders and role-players including all Mbombela departments, NGOs and CBOs, individuals or groups with special technical expertise.

This following constitutes the responsibilities the Forum will have to carry out:

- give advice and make recommendations on disaster-related issues and disaster risk management

- contribute to disaster risk management planning and co-ordination
- establish joint standards of practice
- implement response management systems
- gather critical information about the municipality's capacity to assist in disasters and to access resources
- Assist with public awareness, training and capacity building.

2.3.7.3.3 NGO Forum

The City of Mbombela Municipality must establish an NGO Forum as a sub-committee of the Mbombela DRMF responsible for the development and alignment of their own terms of reference with this DRMP and for the development of a social disaster relief contingency plan. Such a plan must be developed according to Contingency Plan template as contained in the DRMF. The NGO Forum consists of the representation of all the wards or zones of Mbombela

According to the Terms of Reference of the NGO Forum it is responsible for:

- Relief resources 120nauthorized;
- Assist in relief distribution;
- Damage and needs assessment;
- Hazard identification;
- Assistance during response;
- Coordination of relief efforts from various NGOs and CBOs;
- Participate in DRM activities in Mbombela such as awareness campaigns; and
- Provision of first aid services (especially during events in the community).

2.3.7.3.4 Other I

Due to the dynamic nature of disaster risk management, the Disaster Risk Management Advisory Forum (DRMAF) must from time to time consider the establishment of other sub-I should the need arise. These sub-I, as is the case of the NGO Forum will be responsible for the development of their own Terms of Reference for the fulfilment of a specific disaster risk management task assigned to them by the Head of the Mbombela MDMC.

2.3.7.3.5 Disaster Risk Management Committees

It is further recommended that all metropolitan and district municipalities establish interdepartmental disaster risk management committees for their areas and that all district municipalities establish disaster risk management committees in district management areas. In addition, local municipalities should establish their own disaster risk management committees and ensure the establishment of disaster risk management committees or forums in all municipal wards. Ward structures have been identified and tasked with responsibility for disaster risk management.

2.3.7.3.6 Disaster Management Volunteers

Volunteers are citizens over the age of 18, who donate their time to assist the Disaster Management Centre in a variety of areas. These generous citizens are trained and enhance the Centre's ability to build safer and disaster resilient communities. In order to maintain an inclusive approach to the participation of volunteers in disaster risk management, volunteers are classified into three categories. These categories are grouped as follows:

- Units of volunteers
- General volunteers
- Spontaneous volunteers

2.3.7.3.7 Municipal Disaster Management Centre (MDMC)

The Mbombela Disaster Management Centre (MDMC) is the primary functional unit for disaster risk management in the municipal area. It (DMC) provides direction for the implementation of disaster risk management policies and legislation and integration and coordination of municipal disaster risk management activities and priorities in order to ensure that national and provincial objectives are achieved. Furthermore, the DMC provides support to the National DMC, Provincial DMC and Ehlanzeni DMC.

2.3.7.3.8 Sub-Structures of the MDMC

The approved 121authorized121e structures of the Disaster Management Division (referred to as the MDMC in this Plan) MUST be in consistence of the following sections:

- Office of the HOC
- Disaster Risk Management Planning.
- Community Disaster Risk Management.
- Multi-Sectoral coordination.
- Disaster Operations Centre

The Community Disaster Risk Management Section is the only section within the MDMC which functions on a 121authorized basis. Each of these sub-sections has full responsibility for community preparedness by ensuring community participation through the ward structures as well as the involvement of the public and private sector.

2.3.7.4 Disaster Risk Profile for Mbombela

The Mbombela Local Municipality, as one of the urban growth centres in Mpumalanga, faces increased levels of urban risk. These disaster risks include the ones as listed in the table below. The DMC considered and incorporated all inputs and comments obtained from role-players through the established processes. These risks are ranked in order of importance.

Table 2.3.7.4: Prioritary risks

PRIORITY	RISK	AREA/REGION MOST VULNERABLE
1.	Dolomite resulting in sinkholes	South Region
2.	Community impact of mission critical systems failure	All regions
3.	Informal settlement	All regions
4.	Pollution	All regions
5.	Flooding incident	All regions
6.	Hazardous material incident	All regions
7.	Civil strife and Xenophobia	All regions
8.	Major transportation accidents	Central region
9.	Epidemics	All regions
10.	Special events incidents	All regions

Other disaster risks occurring with the jurisdiction of the City of Mbombela include but not limited to: Terrorism/Weapons of Mass Destruction, Extreme Heat, Tornado, Blight Infestation, Drought, Earthquakes, Extreme Cold, Hail, Hostage Incident, Windstorm, and Aviation incidents.

2.3.7.5 Macro Hazard Assessment

The following table contains a macro hazard assessment for the Mbombela in order to prioritise disaster risks. A three-point scale was used for the 122authorized122e122 of the assessment (i.e. High, Medium and Low).

Table 2.3.7.5: Macro hazard 122authoriz

Hazard	Geographical Location	Probability	Frequency	Intensity	Predictability / Forewarning	Expose	Impact	Knock-on effect
1.Fires (shack)	Informal Settlements e.g. Ngodwana, Matsulu Makoko, Spelanyana, Luphisi, Mgcobaneni, Manzini, ,Chweni, Mganduzweni, Shabalala,Manyeveni Nkomeni,TV, Clau-clau, Zwelisha, Phola, Swalala,	High	High	High	Low	Properties and communities	High	Veld Fires
2. Fires (veld)	Mbombela - Kaapsehoop - Uityyk Ngodwana Kanyamazane White River - Kiepersol - Hillsvieview - Farms - Shabalala - Majika Hazyview	High	High	High	Medium	Environment/ properties, livestock	medium	
3. Floods	Mbombela, Tekwane, Entokozweni, Elanshoek, Luphisi, Spelanyane, Phola, Mganduzweni Bhejukufa, Gutshwa kop	High but seasonal	High	High	Low	Properties, livelihood and infrastructure	High	
4. Severe weather conditions	All areas in Mbombela	High but seasonal	Medium	Medium	Low	Properties, livelihood and infrastructure	medium	Damaged Infrastructure
5.Hazardous material	Along the major routes, eg. N4, R40	Medium	Low	Medium	Low	Environment/ communities	Medium	Pollution
6. Special events	All facilities handling events such as sports, large gathering. E.g. Mbombela stadium Kabokweni stadium Kanyamazane stadium Matsulu stadium Masoyi stadium Show grounds Rugby stadium	Medium	Low	Medium	Low	People attending the event/gathering	High	

Hazard	Geographical Location	Probability	Frequency	Intensity	Predictability / Forewarning	Expose	Impact	Knock-on effect
7.Mission Critical System failure	All transformers Nelspruit, Kanyamazane purification Plant, White River water tower,	Medium	Low	Medium	Low	All infrastructure and facilities	High	
9. Transportation Accidents	Train station, on major routes and along the airport. N4, R40	Low	Low	Low	Low	Commuters and infrastructure	High	
10. Building Collapse	All areas	Medium	Low	Low	Low	Buildings and human life	High	
11. Land/mud slide	Matsulu	Low	Low	Medium	Low	Human life/environment	High	

2.3.7.6 Disaster Risk Management Planning Priorities for Mbombela

Although the CoM disaster risk profile has identified a wide range of risks posing a potential threat to its area, it is not practical nor is it financially achievable to address all the risks simultaneously. Effective and focused disaster risk management planning by all organs of state and municipal entities can only be achieved through the identification of priority disaster risks and by the identification of the areas, communities and households most at risk to disaster in council's area. It is therefore necessary to adopt a carefully considered process which will enable this 123authorized123e.

Part of the 123authorized123e process will also be to adopt a three – phased approach to disaster risk management planning. This does not however imply that once the third phase is completed that the planning process is over. It must be clearly understood that disaster risk management planning is not a stop/start activity or project but a continuous process which of necessity must produce dynamic, real time plans which remain current in a continuously changing environment.

The process of 123authorized123e for disaster risk planning is critically informed by the disaster risk assessment findings for Mbombela. CoM must focus on the development of plans and the implementation of explicit programmes, projects and practices which give priority to building resilience and reducing the impact of a wide range of different disaster risks in areas, communities and households known to be at risk. CoM priorities must therefore focus on preventing or limiting the impact of the following disaster risks:

- Wide scale events that due to their magnitude, likely to affect the Mbombela as a whole. These include widespread floods and other severe weather events such as severe storms, and tornadoes; veld fires; and hazardous materials (storage, transportation and usage).
- Recurrent high and medium impact events that may require CoM's intervention or the mobilization of resources and infrastructure such as sinkholes, special events, floods and other severe weather events, large informal settlement fires, veld and urban fringe fires.
- Low frequency high and medium magnitude disaster risks with potential for severe loss and which require specialist support possibly not available in the CoM, such as nuclear accidents, major transport accidents, Mission Critical Systems Failure and building collapse.
- Disaster risks that affect neighbouring authorities which may have consequences for the MLM.

2.4 SOCIAL PROFILE AND COMMUNITY DEVELOPMENT

2.4.1 Human Development Index (HDI)

The Human Development Index (HDI) is a composite statistic that quantifies the degree of human development in a society in terms of its life expectancy, education and income. According to the United Nations, an index point that lies between 0 – 0.40 indicates low level of development in a society; index points that lie between 0.40 – 0.80 suggest medium development and an index point above 0.80 demonstrates high level of development in society in terms of the life expectancy, education and income. Table 2.4.1 below is an inter-municipal comparison of the level of development recorded in all the municipalities in Mpumalanga Province between 2014 and 2017.

Table 2.4.1: Human Development Index (2015 – 2018)

#	Local Municipal Area	Human Development Index		Trend ▼—▲
		2015	2018	
1.	Steve Tshwete	0.67	0.69	▲
2.	Emalahleni	0.66	0.68	▲
3.	Govan Mbeki	0.65	0.66	▲
4.	Thaba Chweu	0.64	0.66	▲
5.	City of Mbombela	0.61	0.63	▲
6.	Msukaligwa	0.61	0.63	▲
7.	Emakhazeni	0.6	0.63	▲
8.	Victor Khanye	0.6	0.62	▲
9.	Lekwa	0.6	0.62	▲
10.	Dipaleseng	0.59	0.61	▲
11.	Dr Pixley Ka Isaka Seme	0.55	0.57	▲
12.	Chief Albert Luthuli	0.54	0.56	▲
13.	Thembisile Hani	0.53	0.55	▲
14.	Dr JS Moroka	0.52	0.54	▲
15.	Bushbuckridge	0.52	0.54	▲
16.	Mkhondo	0.52	0.53	▲
17.	Nkomazi	0.51	0.53	▲

Source: **Socio-Economic Review Outlook, 2019**

The table above indicates that the City of Mbombela municipal area's human development index improved from 0.61 in 2015 to 0.63 in 2018. Thus ranking the municipal area the 5th highest in the province in terms of human development. This also implies that the municipal area depicted medium development in terms of the United Nations scoring of human development index described above. Whilst a slight improvement can be seen between the period of 2015 and 2018, more concerted efforts still needed to be done in improving human conditions within the municipal area in as far as health, education, and creation of employment opportunities within the City of Mbombela municipal area is concerned.

2.4.2 Health Indicators

For planning purposes, it is necessary to indicate the whether the population of the area in question is healthy or dying. This is necessary to devise measures for intervention. A number of intervention could include *inter alia* providing the necessary prevention techniques, medication or treatment, and ensuring the the availability of the relevant health resources and facilities i.e. construction of hospitals and primary health care facilities). The following table depicts the health indicators for the Mbombela municipal area.

Table 2.4.2: Health Indicators

HEALTH INDICATORS			
	2014/15	2017/18	Trend (▼▲)
HIV 1 st test positive (as proportion of 15-49 years population)	14.8%	10.2%	▲
Total clients remain on ART	59 533	77 948	▲
Immunisation coverage <1 year rate	83.3	92.7	▲
Neonatal mortality in facility rate per 1 000 live births	10.9	12.3	▼
Maternal mortality rate per 100 000 live births	112.6	124.7	▼
Death in facility under 5 years	7.7	7.8	▼

Source: SERO Report 2019

The table above indicates that the number of people who tested HIV positive during their first test decreased, from 14.8% during 2014/15 to 10.2% in 2017/18 period, an improvement by 4.2%. During the same period, the total number of people who were enrolled on 125authorized125e treatment increased by 18 415 or 30.9% whilst the proportion of children covered through immunisation programme improved by 9.3%. A regression was however recorded for the neonatal mortality in facility and death in facility of children under 5 years. This implies a regression of 1.4% and 0.1% respectively. During 2014/15 period, there was 112.6 maternal mortality rate per 100 000 live births however in 2017/18 period the number increased to 124.7 per 100 000 live births, implying a regression by 12.1.

2.4.3 Disability

Disability is a physical or mental condition that limits a person's movements, senses or activities. In development planning, it is also used as a tool to measure the health of the population as well as the ability of persons to execute certain tasks or activities. A healthy population or less disabled population may thus mean more prospects of economic growth and least financial resources on mitigating the effects of disability. Likewise an unhealthy population or population dominated by people with physical impairments will mean that the government must channel more financial resources in supporting the people with disability.

Table 2.4.3: Persons living with disability

Type of disability	No difficulty	Some difficulty	A lot of difficulty	Cannot do at all	Do not know	Not applicable	Unspecified
Sight	560574	38180	9927	779	278	253	85923
Hearing	588623	16209	4096	554	256	253	85923
Communicating	598334	8478	2183	695	48	253	85923
Walking	576028	22397	9785	1418	109	253	85923
Remembering	589110	15918	4096	434	180	253	85923
Self-care	592328	12458	3577	1212	60	355	85923

Source : **Stats SA, Community Survey 2016**

In terms of the latest statistics from the Community Survey 2016, the highest form of disability within the municipality are people who have walking difficulty followed by those who have sight problems. These numbers stood at 1 418 and 779 respectively. The Survey also revealed that about 1 212 people are unable to take care of themselves due to one or more forms of physical impairment. The municipality under the Transversal Services Unit has programmes aimed at assisting and empowering special targeted groups including people with disability.

2.4.4 Unemployment profile

Employment is one of the indicators that could tell of the municipality's ability to generate revenue. This is because when people are employed, they are likely to be able to pay for the services. Table 2.3.4.3 shows the unemployment statistics of the City of Mbombela.

Table 2.4.4: Unemployment rates from 2011 to 2018

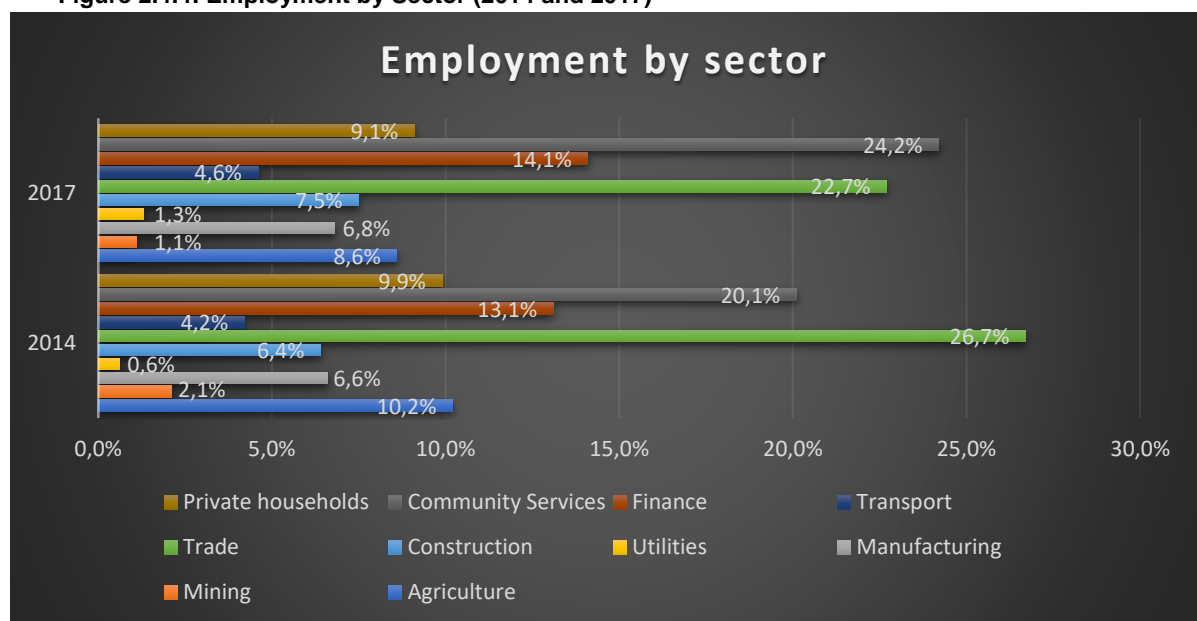
Unemployment rate (strict definition)	Age	Years	Percentage		
			Total	Male	Female
	General (15-65 years)	2016	24.8%	22.7%	27.1%
		2018	26.8%	24.5%	29.3%

Source : **Stats SA Census 2011 and SERO Report 2018**

From the above table, it can be deduced that unemployment within the Mbombela municipal area has increased by 2% between 2016 and 2018. The unemployment rate (strict definition) thus stood at 26.8% during 2018 from 24.8% in 2016. It can also be observed that females were the most affected by unemployment within the municipal area with 27.1% of unemployed females whilst male unemployment rate stood at 22.7%. This is largely due to the fact that the economy has not been performing very well within the entire country as a result of a number of factors including lack of sufficient investment.

The increasing unemployment rate in Mbombela calls for more robust implementation of the Local Economic Development (LED) programmes, Extended Public Works Programme (EPWP) and Community Works Programme (CWP) that help in creating job opportunities to the communities including women, youth and people with disabilities. Moreover, it is anticipated that the LED strategy, Spatial Development Framework (SDF), and the Vision 2030 Strategy will also assist in identifying key areas that the City of Mbombela can invest in to create more job opportunities.

Figure 2.4.4: Employment by Sector (2014 and 2017)



Source: **Socio-Economic Review & Outlook (SERO) Report 2018**

The largest employing economic sectors in the municipal area of Mbombela are community services, trade and finance. More than 60% of the total employment is derived from these sectors and this was the case both in 2014 and 2017. Economic sectors that needs to be more capacitated include amongst others utilities, mining and transport in order to generate the targeted jobs envisaged in the City of Mbombela Vision 2030.

2.4.5 Poverty rate

Poverty is one of the elements used to measure the level of development within a country. It can be described as a lack of income and productive resources to ensure sustainable livelihoods such as lack or limited access to food, safe drinking water, sanitation facilities, health, shelter, education and information. The United Nations describes people who are affected by poverty as those who live below \$1 a day. In terms of its Millennium Development Goals, the United Nations has set a target of halving the proportion of people whose income is less than \$1 a day by 2015. The following table compares the level of poverty which existed in 2011 and 2016 within the Mbombela municipal area. This information is based on the 2019 SERO Report.

Table 2.4.5: Poverty rate (2015 – 2018)

Rank	Local Municipal Area	Poverty rate (lower bound poverty line) 2015	Poverty rate (lower bound poverty line) 2018	Trend 2015 – 2018 ▼ ▲
1.	Steve Tshwete	23.40%	26.90%	▼
2.	Emalahleni	26.10%	29.80%	▼
3.	Thaba Chweu	27.30%	31.20%	▼
4.	Govan Mbeki	29.50%	34.10%	▼
5.	Emakhazeni	33.30%	37.80%	▼

Rank	Local Municipal Area	Poverty rate (lower bound poverty line) 2015	Poverty rate (lower bound poverty line) 2018	Trend 2015 – 2018 ▼ ▲
6.	Dipaleseng	35.50%	40.00%	▼
7.	Victor Khanye	35.70%	40.60%	▼
8.	Msukaligwa	36.30%	40.70%	▼
9.	Lekwa	35.70%	40.80%	▼
10.	City of Mbombela	37.40%	41.10%	▼
11.	Chief Albert Luthuli	49.60%	53.10%	▼
12.	Dr Pixley Ka Isaka Seme	49.80%	55.20%	▼
13.	Thembisile Hani	50.70%	56.20%	▼
14.	Dr JS Moroka	52.50%	56.50%	▼
15.	Bushbuckridge	57.60%	60.60%	▼
16.	Nkomazi	56.00%	60.70%	▼
17.	Mkhondo	55.20%	61.50%	▼

Source: **Socio-Economic Review and Outlook (SERO) Report 2019**

According to the SERO Report (2019), the share of the population in City of Mbombela below the lower-bound poverty line increased from 37.4% in 2015 to 41.1% in 2018. The municipal area of Mbombela ranked tenth amongst other local municipalities in the Province in terms of lower bound poverty rate. The City of Mbombela has in the past devised various means to curb poverty within the municipal area such as job creation, support for small agricultural businesses, and implementation of Food for Waste programmes. However, there is a need to intensify the poverty alleviation programmes by the City of Mbombela together with other external stakeholders. The municipality has approved an indigent policy and register to assist poor households who cannot afford to pay for basic services.

2.4.6 Income inequality

Income inequality refers to a measurement of the distribution of income that highlights the gap between individuals or households making most of the income in a given country and those making very little. It is also regarded as an extreme concentration of wealth or income in the hands of a small percentage of a population described as the gap between the richest and the rest. The following table indicates the income inequality of the Mpumalanga Province per municipal area.

Table 2.4.6: Income inequality (2015-2018)

Share of income by poorest 40% 2015	Share of income by poorest 40% 2018	Trend ▼ ▲
7.5%	7.6%	▲

Source: **Socio-Economic Review Outlook, 2019**

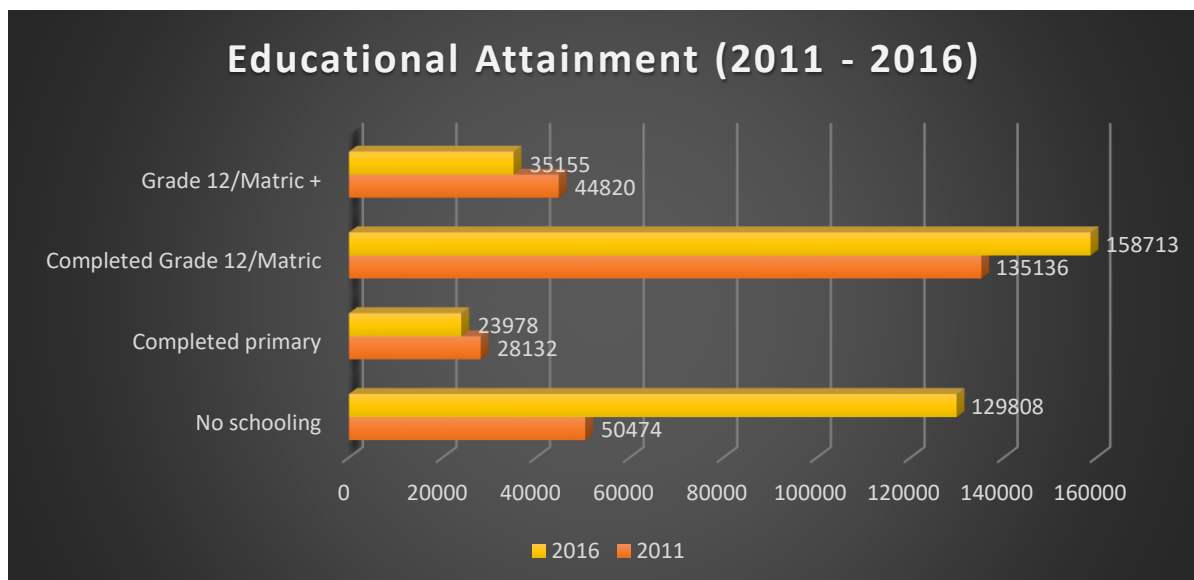
In 2018, City of Mbombela's poorest 40% of households shared 7.6% of income, which was marginally higher/better than the 7.5% share recorded in 2015. The City of Mbombela's share of income of the poorest 40% of households was however the 4th most unequal in the province in 2018. In trying to reduce these inequalities, the Municipality working together with other spheres of government,

stakeholders and private sector must come up with programmes that addresses inequality such as local beneficiation on projects implemented locally. Furthermore, incubation hubs must be amplified in order to place small and upcoming enterprises in the mainstream economy with a view to increase the income generated by these entities which will in turn increase the income of the poor people working in them.

2.4.7 Education attainment

In terms of the latest StatsSA Community Survey 2016, there was a significant improvement in the number of persons who have completed their Grade 12/Matric within the Mbombela municipal area. In 2011, there were 135 136 people who completed their Grade 12 and this increased to 158 713 in 2016, recording a 17% increase. It is nonetheless imperative to note that during the same period, a dramatic increase was recorded in the number of people who have not been to school coupled with a decrease in the number of people with post matric qualifications. The results thereof indicate an increase by 79 334 in the number of people with no schooling and a 27.4% decline in the number of people in possession of post matric qualifications as depicted in the figure below (*NB: 2011 results based on a combined 2011 municipal boundaries for the former Umjindi and Mbombela Municipalities whilst 2016 results based on 2016 municipal boundary for the newly formed City of Mbombela*).

Figure 2.4.7: Level of education



Source : **Stats SA Census 2011 & Community Survey 2016**

Even though the Provincial Department of Education has introduced ABET programme to address the past injustices where the past system made it difficult for the majority to attend school, it appears that there is a need to intensify this programme particularly in rural areas where such service is in short supply. The City of Mbombela and Mpumalanga Provincial Government have been offering bursaries to learners who have passed matric with a view to encourage learners who come from poor families to further their studies.

Poverty and lack of access to educational facilities are major contributing factors for no schooling as well as the low level of tertiary education. This was confirmed during the IDP consultative meetings when most wards raised the need for additional schools (primary and secondary) and tertiary institutions to increase access to education within the municipal area. The establishment of the University of Mpumalanga in the province specifically within the municipal area will encourage those that have passed matric to further their studies.

According to the Mpumalanga Department of Education, the Mbombela municipal area has 151 public primary schools, 59 public secondary schools, 25 independent (private) schools and 5 tertiary institutions. Comparing the number of educational facilities and the total population of 695 913, it is clear that there is a need for more schools within the Mbombela municipal area. The Municipality must allocate land for educational purposes in terms of its Spatial Development Framework and that should also be linked to the infrastructure master plans for water, roads and electricity.

2.4.8 Amenities

2.4.8.1 Public health Facilities

Various health facilities exist within the municipal area and these are listed in the table below:

Table 2.4.8.1: Public health facilities

Accredited clinic	Linked clinic	Public Hospitals	Private Hospitals
Kanyamazane CHC	Zwelisha, Msogwaba, Eziweni, Sibuyile, Tekwane, Luphisi, Mpakeni	Rob Ferreira Hospital; Barberton Provincial Hospital; Themba Hospital; Barberton TB Hospital, Bongani TB Hospital	Mbombela Medi-Clinic; Barberton Medi-Clinic; Kiaat Hospital
Phola Nsikazi CHC	Hazyview, Skukuza, Mthimba, Sandriver, Shabalala, Manzini, Legogote and Jerusalem		
Matsulu CHC	Nkwadini and Kaapmuiden		
Mbombela CHC	Mbombela mobiles and Valencia/Nelsville		
Bhuga CHC	Clau-clau, Khumbula, Makoko, Mjejane		
Kabokweni CHC	Mbonisweni, Dwaleni, Gutshwa, Kabokweni/ White River Mobiles		
M'Africa Clinic	Kathyville; Barberton Town; Boulders Clinic; Louisville Clinic; Lows creek Clinic; Renee Clinic; Glenthorpe; Kaapsehoop Clinic		

Source: **Department of Health, Ehlanzeni District Office, 2015**

According to the Department of Health, there are 7 accredited clinics, 33 linked clinics and 5 public hospitals within the City of Mbombela municipal area. Considering the total population of Mbombela, there is a need to increase access and upgrading of existing clinics and this has been confirmed by communities during the IDP ward public participation meetings. Moreover, there are 3 private hospitals within the municipal area which are Mbombela Medi-Clinic, Barberton Medi-Clinic, and Kiaat Private Hospital.

2.4.8.2 Community facilities

There is a need to provide more community halls for community meetings and other social functions. Art galleries, cultural centres and theatres are needed for the development and promotion of arts, culture and heritage within the municipality area. Community halls are currently an option for such activities. Moreover, there is a need to develop proper sport fields in the rural areas. In as far as libraries are concerned, Mbombela B has the highest population compared to the other 5 zones but only two (2) libraries are available of which one (1) is under the provincial government. The library that is under the Municipality is based at Matsulu Service Centre. Most of the wards during IDP consultative meetings have indicated the need for more community halls, sports facilities, parks and recreational facilities.

Table 2.4.8.2: Existing public amenities per zone

Amenities	Total Amenities within the Municipality	Conditions of the existing Amenities	Municipal Zones				
			Northern	Central	Eastern	Southern – Matsulu	Southern – Umjindi atsulu
1.Community Halls	29	3 new, 11 good, 7 fair, and 8 poor,	3	10	11	2	3
2.Cultural Centres	1	Fair	0	0	0	1	0
3.Theatres/ Amphi theatre	2	1 fair, 1 poor	0	2	0	0	0
4. Art Gallery	1	1 fair	0	1	0	0	0
5. Libraries	14	1 good, 1 fair, 12 poor	2	5	3	1	3
6. Sports Fields	9	3 good, 3 fair, 3 poor	1	4	2	1	1
7.Swimming Pools	7	3 good, 2 poor, 2 under renovation	0	3	1	0	3
8. Multi Purpose Sports Courts	6	2 good, 4 poor	1	2	1	1	1
Total	69	-	7	27	18	6	11

Source: IDP Unit, 2016

Eight (8) of the community halls as well as the amphitheatre need major renovations in order to bring them to a good standard that will make them user friendly to the communities. These halls include Elandshoek community hall (which needs reconstruction), Makoko community hall, Luphisi community hall, Daantjie community hall, Nsikazi/Khumbula community hall, Matsulu B community hall, White River community hall and Oewersig hall. The plan is to upgrade 2 of these community facilities per year depending on funding to cover the backlog. The process will involve engagements with the Traditional Authorities, where applicable, through the relevant Ward Councilors since some of these facilities fall under the Traditional Authorities. Six (6) of the community facilities including the Silulu Cultural Centre as well as the Mbombela Civic Theatre are in need of minor renovations.

All the community halls of Umjindi are in fair condition but still need renovations especially Emjindini Community Hall situated Spearville (Ext.3). Two swimming pools, located at Burgerville and Kathyville, needs major revamp as they are in an extremely dilapidated state and not user friendly. There is also a need for a swimming pool for the community of Emjindini Township as such facility does not exist there. Of the three stadia in Umjindi, Emjindini Stadium located in Spearville (Ext.3) is undergoing an upgrade. The Barberton Public Library needs renovation whilst the Low's Creek Public Library needs a new location as the current location is inconvenient for public use, as a result, a new structure must be constructed. Emjindini Multi-purpose sports court (located in Spearville) needs an upgrade.

2.4.8.3 Sport development

The City of Mbombela has Sports Development Unit which is responsible for the promotion of all sporting codes in collaboration with the relevant stakeholders including the associations. The communities are participating successfully. Currently, the Soccer sporting code is seen to be dominating due to the interests by the communities. The Unit is spending more time in maintenance programs of the infrastructure from sports field, swimming pools, tennis courts etc. This has been identified as a course for concern to be addressed.

The Municipality has been fortunate to inherit the infrastructure which was developed for the 2010 FIFA World cup such as Kabokweni and KaNyamazane Stadiums. It should be outlined that the state of the art Mbombela Stadium was attractive during the world cup and is still well maintained currently. The other associations locally have been working with the municipality on other sporting codes in an uncoordinated manner.

The Municipality is a tourist point for most people visiting the Mpumalanga province. Since the city hosted the World Cup successfully, everybody wishes to visit. Due to that, other associations have expressed interests in investing on sporting codes. Therefore, a strategy on how to explore this investment opportunities to the best interest of the local citizens will be developed. This will be done in a coordinated manner and within the perimeter of the law.

The Municipality has been successful to obtain funding from LOTTO to upgrade certain sporting infrastructure. This will create a conducive environment to the youth and those interested to participate in sports. The Council will also develop a strategy which will talk to the systems that must be put in place to deal effectively with Sports Academies and other Sporting Associations without any prejudice.

The Municipality is participating in twinning games and inter-governmental activities which involve other municipalities and other countries such as Maputo and Swaziland. Such type of games serve as the yardstick for different government spheres to come together share the work experiences and makes fun through play. In future, the planning for twinning games will be coordinated through Communication and IGR offices to involve all departments and to ensure that all interested employees participate. The games will be used for social interaction and cohesion. Furthermore, a strategy will be developed to enable all relevant stakeholders understand the need for the twinning games and its impact on their involvement.

Lastly, the municipality will develop a maintenance strategy of all sporting facilities to ensure that facilities are properly maintained and effectively utilized for both Council and the communities.

2.4.8.4 Cemeteries and Open Spaces

The driving forces affecting cemeteries in the municipality are linked to socio-economic situations in the area, interlinked with a high mortality rate. The high mortality rate in the municipality in recent years resulted in most of the cemeteries managed by the municipality reaching capacity sooner than anticipated.

Some cemeteries are located near riverbanks, springs or boreholes used by the communities as potable water. This could impact negatively on the water quality, causing health problems such as diarrhoea. On the other hand, they can be damaged through floods or high rainfall storms.

The majority of the cemeteries are located in Mbombela, Tekwane, Matsulu, Msogwaba, White River, Nsikazi, Makoko, and Phameni areas. Hazyview and Nsikazi zones have a multitude of rural cemeteries, which are mostly full or nearly full, and due to the environmental impacts associated with these cemeteries, the City of Mbombela in partnership with the Traditional Authorities is in the process of identifying suitable land for the establishment of regional cemeteries.

There are three formal cemetery sites at Umjindi located in Barberton, Kathyville and Emjindini Extension 8 (Greyville). All these cemeteries are nearing full capacity as a result there is a need to identify a new integrated cemetery site to cater for all the sections of Umjindi. There is also a need to formalise the cemetery sites for rural areas of Umjindi as currently there is no formal burial sites for all Umjindi rural areas.

Nsikazi and Mbombela B zones do not have any formal or informal cemeteries, and communities are mostly relying on burial plots on farms (which are decreasing as a result of land claims) or they have to go to formal cemeteries managed by the Municipality which are very far from their place of residence. The establishment of the proposed regional cemeteries as outlined previously seek to address some of these problems. The Municipality will also ensure that enough land is earmarked for cemeteries during the development of the Spatial Development Framework (SDF) and Land Use Management Schemes (LUMS).

The municipality is also maintaining closed cemeteries at Sonheuwel, Nelsville, Matsulu, Kabokweni and KaNyamazane. The closed sites will be fenced and be maintained as monument for the protection of the dead and ensuring that they are accessible by the family members for different cultural purposes. In order to ensure that all the graves are properly recorded and accurate information is filed, an electronic system will be introduced and an accurate data for all closed and new cemeteries will be readily available in the system for any related correspondences. It is also anticipated that the by-law on cemeteries which is still a draft will assist to address the challenges associated with cemeteries within the municipal area.

With regard to open spaces, the municipality use open spaces for the creation of parks and conservation of natural resources. Some areas require de-bushing to reduce alien plants and crime hot spots within the municipal area, while sidewalks requires cleaning/clearing and grass cutting. In the case of the open bushy areas, interventions are sought in the form of appointing service providers to assist in this regard.

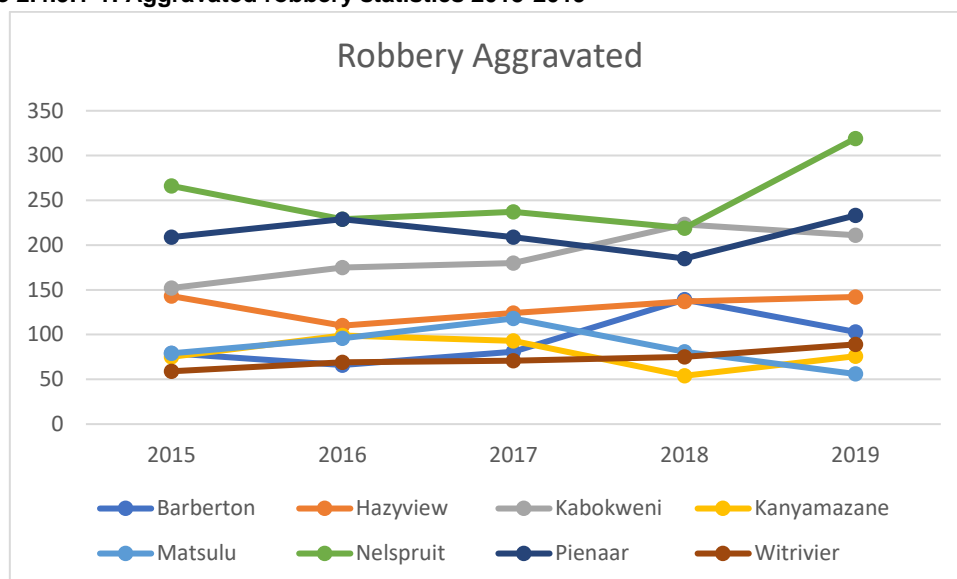
The Municipality's Parks Section is in the process of conducting an audit of all municipal parks and other parks for data collection. The audit will also cover the information on the availability of the public facilities in all the parks, the number of used graves per area, the amount of space available and the condition of graves.

2.4.9 Public Safety

2.4.9.1 Crime

The City of Mbombela envisages a safe and secure city and the municipal area as a whole for all residents and tourist in transit. This idea is derived from the National Develop Plan goal of building safer communities and the Mbombela Vision 2030 strategy of ensuring a "safe and smart city". This section covers the crime statistics from 2015 to 2019 which the Municipality must take into account when planning for the safety of its communities, investors and tourists. This covers robbery with aggravating circumstances, burglary in businesses and burglary in residential areas.

Figure 2.4.9.1-1: Aggravated robbery statistics 2015-2019

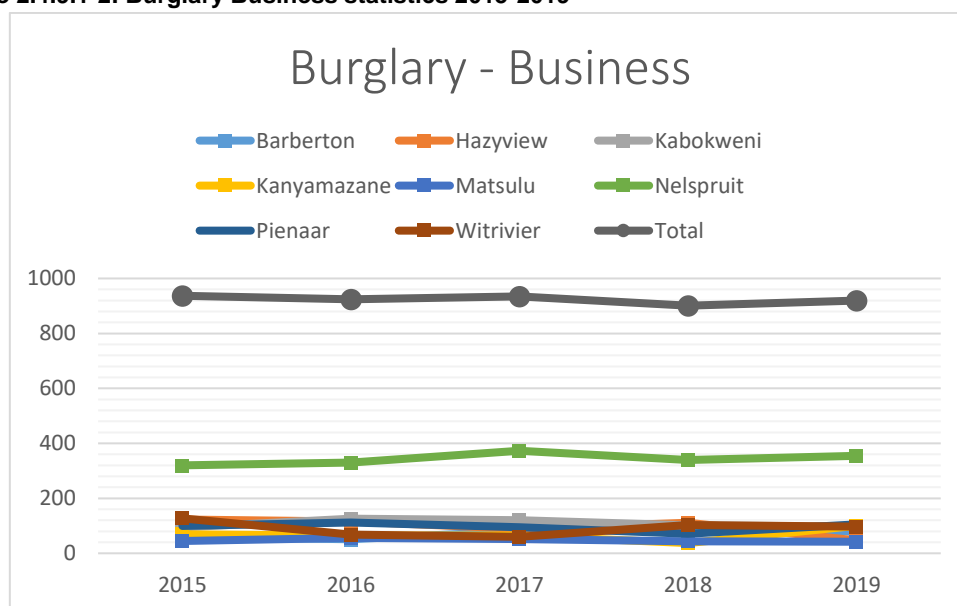


Source: **CrimeStats, 2015 – 2019**

The graph above indicate an increase in crimes relating to robbery with aggravating circumstance in various areas within the municipal area since 2015 until 2019. Nelspruit and Pienaar have recorded the highest in terms of robberies with aggravating circumstances during the 2019 period. Kanyamazane and Matsulu have recorded the lowest cases during the same period. Although Whiteriver also recorded the lowest in robberies with aggravating circumstances, the indication is that such numbers have been increasing since 2015. Matsulu, on the other hand, has experienced declining cases from 2017 until 2019. These developments, however, do not paint a good picture for the city because they could have a detrimental effect on the investment drive and tourism initiatives by the Municipality. The Municipality together with SAPS, the community policing forums and other structures must device effective ways to curb crime within the various areas of the Municipality.

Below is a graph indicating burglaries to businesses within the municipal area of Mbombela. These varies from area to area and is also depicted for the five year period until the year 2019.

Figure 2.4.9.1-2: Burglary Business statistics 2015-2019



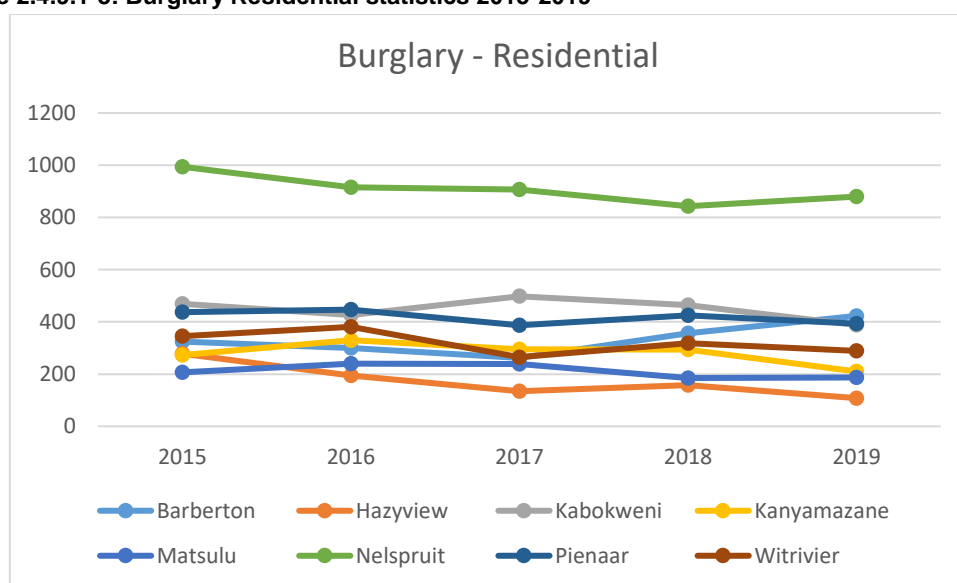
Source: **CrimeStats, 2015 – 2019**

Level of insecurity has been high in most business especially in the local economy driving towns within the Mbombela municipal area, with Nelspruit leading with business burglary since 2015 until 2019. Business burglary remain an impediment against job creation and in addressing the imbalances of the past. Amid the economic slowdown, the Municipality's developmental duties are eroded by the effects of crime against business which impacts negatively on economic growth and job creation. Again, Matsulu area was the least affected with regards to burglary to business properties.

Crime has a fundamental impact towards the Mbombela drivers of economy. Economic development is one of the building blocks of addressing the imbalances of the past caused by the then apartheid regime. Business thrive under positive environment however the 2015 to 2019 crime statistics portrays a depressing picture that is counter to job creation in line with the National Development Plan (Vision 2030). While Kanyamazane has seen a considerable decline since 2015 until 2018, it has shown an increase between 2018 and 2019 thus reversing the prospects for investment in that area. Hazyview, on the other hand, has observed a considerable decline during the same period.

The following depicts residential house breaking statistics within the municipal area. The following figure depict the status quo on burglary to residential households.

Figure 2.4.9.1-3: Burglary Residential statistics 2015-2019



Source: **Crime Stats, 2015 – 2019**

The 2019 crime statistics depicts that burglary to households has increased in areas like Nelpruit and Barberton. This type of crime is influenced, amongst others, by poor lighting in existing and new settlements, overgrown open veld, unused structures and general lack of crime awareness. There is also a new crime pattern developing, which targets service delivery infrastructure ranging from damaging of infrastructure for scrap metal, illegal connections to water and electricity system. An area of concern though is Barberton, which has seen an increase of burglary to houses since 2017 until 2019.

Crime has reached an unacceptable high level in certain areas of the Municipality with Nelspruit, Kabokweni and Pienaar areas being the highest crime spots in the Ehlanzeni region. This is attributed to the lack of adequate police stations and lack of capacity within the existing police force and inadequate access roads particularly in Kabokweni and Pienaar. The least affected areas during 2019 were Hazyview and Matsulu and Kanyamazane. According to the information received during the IDP

consultative meetings, the lack of street lights in most of the villages and certain environmental factors such as un-maintained parks, cemeteries and dilapidated buildings are some of the aggravating factors to crime.

In terms of the report received from the Provincial Department of Community Safety, Security and Liaison (2013), the mostly high reported crime cases in the district are property related at 17.3% followed by social fabric types of crime at 7.4% and lastly violence related crimes at 2.3%. An average 41 021 number of people are served by one police station in the district and one police official serving 1 000 people (ISDF, 2006). This ratio does not take into account other constraints like human resource and other related resources. However, the Department has been embarking on civilian oversight and social crime awareness campaigns during the past financial years in order to advocate against crime.

The Municipality also participate in the Multi Agency Mechanism (MAM) forum established at both provincial and district level to deliberate on issues related to crime.

Moreover, the municipality has a Draft Safety Plan which outlines ways of dealing with crime within the municipal area. The municipality has a toll free hot line for the residents to report any crime and corruption related activities.

2.4.9.2 Road Safety

There is currently an average of 6 581 accidents per annum and most of these accidents happen during peak hours and after hours. This was confirmed by numerous wards that identified the need for visible traffic policing, pedestrian and overhead bridges to assist in reduction of accidents within the municipal area. There is also a need to deal with the current dilapidated road infrastructure, road unworthy vehicles and poor street lighting as they are main contributing factors to road accidents.

Currently, traffic law enforcement services are delivered through the deployment of Traffic Officers from the following Service Centres:

- Mbombela (16 x Traffic Officers) (2 x Traffic Officers –Municipal Court Duties)
- White River (6 x Traffic Officers)
- Hazyview (6 x Traffic Officers)
- KaNyamazane (7 x Traffic Officers)
- Umjindi (4 x Traffic Officers)

In terms of the criteria set by the CSIR for the employment of Traffic Officers, the City of Mbombela should consist of 426 Traffic Officers to perform this function based on the following:

- Registered Vehicles;
- Population;
- Kilometre Road; and
- Through roads / National and Provincial roads.

The Municipality has managed to appoint 37 Traffic Officers, thus a shortfall of 389 exists. To ensure maximum visibility and to render a sufficient traffic service, more Traffic Officers need to be employed and be provided with equipment such as traffic patrol vehicles, office accommodation, bulletproof vests, firearms, etc.

2.4.9.3 Vehicle registration and licensing

The Department of Roads & Transport has entered into an agreement with the Municipality to render the services in terms of the Section 136 of the RSA Constitution. As a result, the Licensing Unit is currently providing services in Mbombela, Umjindi, White River and Hazyview in accordance with the Service Level Agreement. The services are as follows:

- Mbombela Services: Registering Authority (RA), Driver's License Testing Centre (DLTC), Vehicle Testing Station (VTS);
- White River Services: Registering Authority (RA), Driver's License Testing Centre (DLTC), Vehicle Testing Station (VTS);
- Hazyview Services: Registering Authority (RA)
- Umjindi Services: Registering Authority (RA), Driver's License Testing Centre (DLTC), Vehicle Testing Station (VTS)

The Mbombela Centre is the busiest Centre in the Municipality followed by White River and Hazyview. It services not less than 10 000 people per month on various transactions. The Mbombela DLTCs has vigorously put systems in place to curb or reduce fraudulent activities. For example, the electronic Natis System introduced is able to track down the user. The Department of Community Safety, Security & Liaison has provided the following assets to the Municipality with an objective of advancing the service in Mbombela DLTC:

- 4 X Heavy duty vehicle with computers for testing : Code 10 – 14 (C1- EC)
- 1 X Light motor vehicle with computers for testing : Code 8 (EB)
- 15 X Computers for the learners testing (Computerized Learners Class)

The learners test is now conducted electronically through a touch screen computer in all official languages whilst the driving test is conducted through a tablet that are attached to the electronic vehicles which are provided at a free cost to the public. The Computerised Learners class has increased the capacity of test conducted on daily basis from 16 applicants to 45 applicants per day. After completion of the test, results are given electronically and are not easily manipulated. It has been observed that since the introduction of the electronic Natis System, the work has drastically improved because the system is consistent. This can be evidenced by the severe reduction of complaints from the public. It must further be noted that the demand of Licensing Services, at least nationally, has increased drastically in the past years. The electronic queuing system was introduced in Mbombela Centre in February 2011 and is working well. There is still a delay in obtaining driving license test booking and currently the waiting period is 42 days.

In order to ease access to license services, the municipality is in the process of decentralising or extending the services to the other Municipal Service Centres in Kanyamazane, Kabokweni and Matsulu. The extension will be achieved through the following:

- Upgrading of White River Testing Centre to meet Best Practice Model Standard;
- Establishment of Satellite offices in Kanyamazane, Kabokweni, Mbombela Civic Centre and Matsulu;
- Establishment of Testing Centre in Kanyamazane,
- Establishment of Testing Centre in Hazyview,
- Extension of queuing system in all centres;
- Eradication of fraud and corruption in the workplace.

Former Umjindi was also a Registering Authority and Driver's Licence Testing Centre which offered Code 2 – 14. The Centre continues to operate and it does implement the eNatis System. There are currently 4 traffic officers working in this Testing Centre and these officers use their own vehicles to discharge their duties as there are no dedicated vehicles for the Testing Centre in the Southern Region.

The Testing Centre does not have computerised learners' licence classes and testing for driver's licence is still done manually.

2.4.9.4 Fire and Rescue

There are currently four (4) fire stations in the municipality, which are Mbombela, KaNyamazane, White River and Kabokweni. Due to the high volume of accidents, the municipality needs to build more fire stations in order to enhance ease access and create a shorter response time to the accident scene. One fire station has been completed in Matsulu. The other targeted areas are Ngodwana and Hazyview. The former Umjindi area does not have a fully-fledged fire station which is fully equipped with fire-fighting apparatus such as fire engines and other specialised equipment. It does however have 4 fire fighting vehicle, fire hoses and clothing. The fire-fighting service was discharged by 4 people; 2 traffic officers and 1 employee from its former Civil Services Directorate as well as another 1 person who assisted the Municipality on an ad hoc basis from the Department of Correctional Services.

There is also a need for a Fire Station at the Southern Region coupled with communication systems that will assist in alerting the public of any emergency, particularly in rural areas. Road and water infrastructure are of concern, fire fighting vehicles require lots of water to operate (extinguish fire) and a challenge is when the affected area does not have enough water supply. Moreover, there is a need to replace outdated fleet and buy off-terrain vehicles.

2.5 ECONOMIC ANALYSIS

This section seeks to highlight the economic trends within the City of Mbombela municipal area. During planning stage, it is always important to know and understand the nature of the economy one operates in and the growth trends as well as the economic sectors that contribute to the growth. A fast growing economy may as well mean better prospects of employment and improving standards of living whereas the economy that is not growing may not be able to attract additional jobs or contribute to better standards of living for the people. The commonly used method to measure economic growth is the use of gross domestic product (GDP). The following table depicts the rate of economic contribution by City of Mbombela municipal area to the economy of the Mpumalanga Province as well as trends on their respective local economies.

Table 2.5-1: Economic contribution and growth

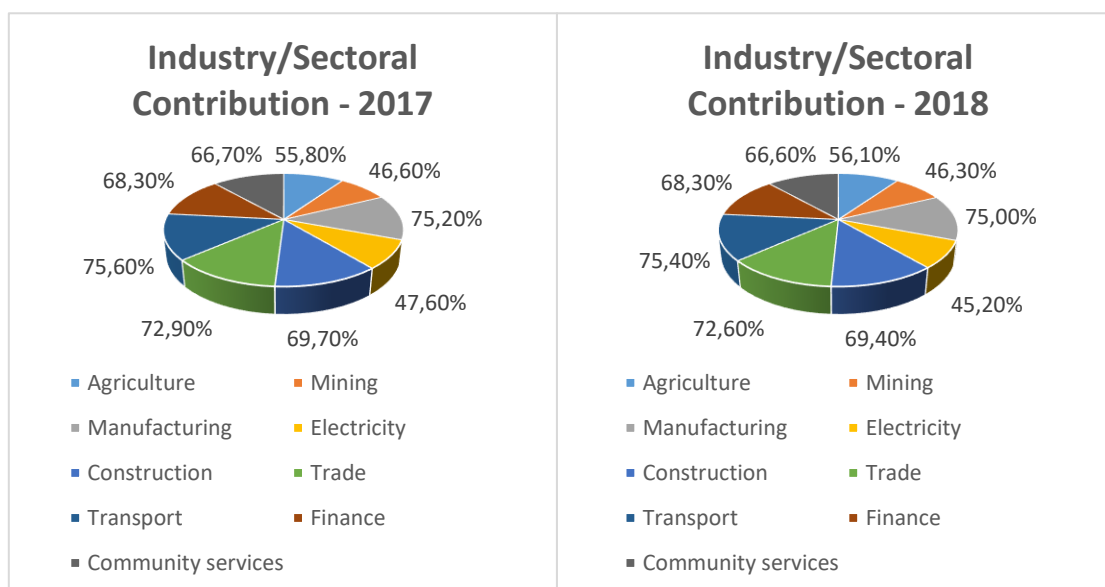
Rank	Local Municipal Area	% contribution to Mpumalanga economy 2018	Average annual economic growth 1996-2018	Average annual economic growth 2014-2018	Average annual projected growth 2018-2023
1.	City of Mbombela	22.90%	3.70%	1.0%	1.70%
2.	Emalahleni	18.00%	1.30%	-0.60%	0.90%
3.	Steve Tshwete	14.20%	2.50%	0.60%	1.30%
4.	Govan Mbeki	12.80%	0.60%	0.00%	2.30%
5.	Msukaligwa	4.40%	2.50%	0.60%	1.50%
6.	Bushbuckridge	4.10%	0.50%	0.40%	1.40%
7.	Thaba Chweu	3.80%	3.20%	1.80%	1.50%
8.	Nkomazi	3.00%	1.60%	0.50%	1.60%
9.	Lekwa	2.90%	0.50%	-0.70%	1.50%

10.	Mkhondo	2.70%	3.10%	1.00%	1.80%
11.	Chief Albert Luthuli	2.50%	2.70%	2.30%	0.80%
12.	Victor Khanye	2.20%	2.70%	0.80%	1.60%
13.	Thembisile Hani	1.90%	1.20%	0.90%	1.50%
14.	Dr JS Moroka	1.70%	-0.40%	0.10%	1.40%
15.	Emakhazeni	1.20%	2.50%	1.90%	1.10%
16.	Dr Pixley Ka Isaka Seme	0.90%	1.40%	-0.20%	1.70%
17.	Dipaleseng	0.70%	2.00%	-0.20%	1.50%

Source: **Socio-Economic Review and Outlook (SERO) Report 2019**

From the above table, it is clear that the Mbombela municipal area was the highest contributor to the Province's economy with 22.9% during 2019. This is due to the fact that the municipality is the capital city of the province which makes it possible to attract huge investments and has major economic activities ranging from trade, agriculture, mining and tourism. From 2014 until 2018, the economy of the Mbombela municipal area has been growing by 1% annually. It is anticipated that in the next five years (2018 – 2023), its annual economic growth rate will average 1.7% according to the Mpumalanga Provincial Department of Finance, Economic Development and Tourism.

Figure 2.5: Sectoral contribution in the Ehlanzeni District (2017 – 2018)



Source: **Socio-Economic Review & Outlook (SERO) Report 2019**

From the above figure, it is important to note that transport (75.6%), manufacturing (75.2%) and trade (72.9%) within Mbombela municipal area were the biggest contributing sectors to the economy of the Ehlanzeni District during 2017. This trend continued during 2018, although with a slight declines during this period: transport (0.2%), manufacturing (0.2%) and trade (0.3%), where these sectors still remained the highest contributing sectors to the district's economy. What is significant to note is that almost all these sectors have shrank with the exception of agriculture (which grew by 0.3%) and Finance which remained unchanged at 68.3%. The decline in the various sectors was due to the economic slow down that is being experienced throughout the country. The country's economy has not been able to grow at

a rate that has been projected by various institutions, including the South African Reserve Bank (SARB), the National Treasury (NT), and Statistics South Africa (StatsSA).

One of the City of Mbombela's strategies as contemplated in the Vision 2030 is to raise the contribution of each economic sector to the local economy according to agreed plans and targets with private sector in respect of growth and job creation. It is therefore imperative that the best performing sectors be enhanced while capacitating the least performing sectors. The following figure depicts tourism indicators per municipal area in the Province where Mbombela is also featured.

Table 2.5-2: Tourism Indicators (2014 and 2018)

Region	Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
	2014	2018	2014	2018
Gert Sibande	3 106 960	3 626 368	3.9%	3.6%
Chief Albert Luthuli	472 173	559 094	7.3%	6.6%
Msukaligwa	552 324	629 495	4.4%	3.9%
Mkhondo	282 223	330 649	3.8%	3.5%
Dr Pixley Ka Isaka Seme	221 134	280 318	7.3%	7.6%
Lekwa	221 188	271 205	2.3%	2.3%
Dipaleseng	310 912	341 899	13.3%	11.8%
Govan Mbeki	1 047 006	1 213 709	2.7%	2.6%
Nkangala	3 830 633	4 530 282	3.4%	3.2%
Victor Khanye	144 753	160 635	2.4%	2.1%
Emalahleni	1 141 556	1 361 056	2.1%	2.1%
Steve Tshwete	1 296 025	1 518 215	3.3%	3.0%
Emakhazeni	803 455	1 030 091	25.3%	25.3%
Thembisile Hani	319 337	343 652	5.6%	4.7%
Dr JS Moroka	125 506	116 633	2.4%	1.8%
Ehlanzeni	13 316 677	17 652 541	13.8%	14.3%
Thaba Chweu	1 719 497	2 182 918	18.2%	18.3%
Nkomazi	2 623 560	3 471 532	27.5%	28.7%
Bushbuckridge	2 428 484	3 743 416	19.5%	23.7%
City of Mbombela*	6 545 136	8 254 675	10.1%	9.9%
Mpumalanga	20 254 270	25 809 191	7.0%	7.1%

Source: Socio-Economic Review & Outlook (SERO) Report 2019

The size of the economy of Mbombela municipal area was estimated at more than R81.7 billion in current prices during 2018. In the same period, tourism spend totalled R8.25 billion or some 9.9% of the local GDP. This was the 6th highest share among the local municipal areas, indicating the importance of tourism in the area.

2.6 TRANSVERSAL PROGRAMMES UNDER IMPLEMENTATION

The City of Mbombela has a "Transversal Services Unit" which deals specifically with issues relating to HIV/Aids, women, children, youth, disability, elders (senior citizens), traditional leaders and traditional healers.

The Unit is aimed at achieving the following objectives:

- To bring forth transformation and mainstreaming all transversal issues, programmes and projects (gender, children, disability, elderly, HIV/AIDS, youth and traditional healers);
- Advocate, monitor and evaluate the implementation of all transversal issues;
- Coordination and facilitation of all transversal programmes / projects;

- Manage the budget allocation for all transversal programmes /projects.

In complementing the above objectives, the Unit has identified nine (9) strategic priority areas and these are as follows:

- Governance
- Economic Growth and Development
- Infrastructure Provision
- Social Services and Development
- Cross-Cutting Issues
- Institutional Transformation
- The Gender Management System
- The implementation of Masibuyele Emasimini Programme
- All Transversal Services related calendar events (support)

In order to ensure that Transversal issues are mainstreamed in the municipality's programmes and processes, the Transversal Services Unit have developed a consolidated draft Mbombela Transversal Services Policy informed by the National Youth Policy Framework, South Africa's National Policy Framework for Women's Empowerment and Gender Equality, DPLG Gender Policy and White Paper on an Integrated National Disability Strategy which was circulated in Council Committees for input, but a copy has been send to SALGA Mpumalanga and CGE for correction and input.

2.6.1 HIV/AIDS and TB

HIV/TB still remain the municipality's biggest challenge. According to the Stats SA, 2016, the municipality has an HIV/TB prevalence of 48.1%. It is the second highest in Ehlanzeni District and over 765 32 people are already receiving ARV's.

There are 650 orphans and vulnerable children in the municipal area that are accessing services through drop in centres. Department of Social Development is funding 11 Drop in centres within the City of Mbombela, the municipality is involved in 53 home based care projects, of which 42 are funded by the Department of Health.

The Municipality has an Implementation Plan on HIV, TB and STI's Strategy which is aimed at achieving the following goals

- Accelerate prevention to reduce new HIV and TB infections and STI's
- Reduce morbidity and mortality by providing treatment, care and adherence support to all.
- Reach all key and vulnerable populations with customised and targeted interventions.
- Address the social and structural drives of HIV, TB and STI's and link these efforts to NDP.
- Ground the response to HIV, TB and STI's in human rights principles and approaches.
- Promote leadership and shared accountability for a sustainable response to the HIV,TB and STI epidemics
- Strengthening strategic information to drive progress towards achievement of NSP and PIP goals.

In a move to deal with the HIV/TB, the Municipality has created a fully-fledged division with Senior Manager, Manager and Coordinators to deal directly with issues of HIV/TB.

The Municipality has also established the City of Mbombela Aids Council which is chaired by the Executive Mayor. The following goals supported by Clear objectives and sub-objectives and activities is aligned to the National Strategy Plan and the City Of Mbombela is to implement the programmes working with the District and the Province.

Table 2.6.1: HIV/TB goals

<p>Goal 1 Accelerate prevention to reduce new HIV TB and STI's.</p> <p>OBJECTIVES1.1 Reducing new infections among Youth from 1.2% to 0.7% and overall reducing new infections to below 80 000 by 2020</p> <p>SUB-OBJECTIVES:</p> <ul style="list-style-type: none"> • Revitalize information Education Communication (IEC) programmes in school, Health, Workplace and Community settings. • Implement targeted biomedical prevention services tailored to settings and population. • Provide targeted services to reduce Mother to Child transmission of HIV and Syphilis in the prenatal and postnatal period. • Provide sensitive and age –appropriate sexual and reproductive health services (SRH) and comprehensive sexuality education (CSE). • Integrated and accessible combination prevention services at all health service points with focus on key and vulnerable populations. <p>OBJECTIVE 1.2 Significantly reduce T. Pallidum gonorrhoea, syphilis and chlamydia infections to achieve the virtual elimination of congenital syphilis and maintain high coverage of HPV vaccinated 5e4.</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • Scale up and maintain high levels of HPV vaccination in 9 to 13 years target age group • Scale up STI prevention by providing high quality health information and timely health services for persons at risk. • Increase access to and provision of health services post exposure to HIV infections and other blood borne infections. <p>OBJECTIVE 1.3 Reduce TB incidence by at least 30% from 834/1000 000 in 2017 to less than 584/100 000 by 2022</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • Active TB case finding increase TB screening among adult clinic attendees, including PLHIV and persons presenting with TB symptoms. 	<p>GOAL 2 Reduce morbidity and mortality by providing treatment, care and adherence support to all.</p> <p>OBJECTIVE 2.1 Implement the 90 90 90 strategy for HIV</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • 90% of all people living with HIV know their HIV status • 90% of all people diagnosed with HIV infection receive sustained antiretroviral therapy. • 90% of all people receiving antiretroviral therapy are viral suppressed. <p>OBJECTIVE 2.2 implement the 90 90 90 strategy for TB</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • Find 90% of all TB cases and place them on appropriate treatment. • Treat successfully at least 90% of those diagnosed with TB (and 75% of those with MDR TB).
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<ul style="list-style-type: none"> • Improve case finding for neonatal and paediatric TB 	
<p>GOAL 3. Reach all key and vulnerable populations with customised and targeted interventions</p> <p>OBJECTIVE 3.1 Increase engagement, collaboration and advocacy of key and vulnerable populations in the development and implementation of social and health support activities</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • All provincial, district and Local AIDS Council will include at least one representative from a key and vulnerable population group. • Support key and vulnerable population to build their capacity to advocate for equal health and human rights through community networks. <p>OBJECTIVE 3.2 To provide an enabling environment to increase access to health services by key and vulnerable population.</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • Enable increased access to tailored health services through differentiated service delivery approaches that are tailored for the populations served. • Provide psychosocial support services and safe spaces for key and vulnerable populations who experience internalised stigma. • Integrate rights based components in all health and social programmes to holistically serve key and vulnerable population clients and patients. 	<p>GOAL 4 Address the social and structural drivers of HIVB,TB and STI's and link these efforts to the NDP</p> <p>OBJECTIVE 4.1 Implement social and behaviour change programmes to address key drivers of the epidemic and build social cohesion.</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • Reduce risky behaviour through the implementation of programmes that build resilience of individuals, parents and families. • Comprehensive and age-specific and appropriate support for learners and out of school youth <p>OBJECTIVE 4.2 Increase access to and provision of services for all survivors of sexual and gender based violence.</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • Increase access to provision of services for all survivors of sexual and gender based violence <p>OBJECTIVE 4.3 Scale up access to social protection for people at risk of and those living with HIV and TB in priority districts</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • Ensure that all HIV and TB infected persons who are eligible, have access to social grants • Scale up access to food security and nutritional support. <p>OBJECTIVE 4.4 Implement and scale up a package of harm reduction interventions for harmful use of alcohol and drugs in all districts</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • Scale up access and provision of in and outpatient rehabilitation services for all who use alcohol <p>OBJECTIVE 4.5 Implement economic strengthening programmes with focus on youth in priority Districts</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • Economically empower targeted groups of young people by increasing the availability of economic opportunities.
<p>GOAL 5. Ground the response to HIV TB and STI's in Human rights principles and approaches.</p> <p>OBJECTIVE 5.1 Reduce stigma and discrimination among people living with HIV or TB by half by 2022.</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • Revitalise community based support groups to deal with internalised stigma • Reduce stigma through community education. <p>OBJECTIVE 5.2 Facilitate access to justice and redress for people living with and vulnerable to HIV and TB</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • Improve legal literacy about human rights and laws relevant to HIV and TB 	<p>GOAL 6. Promote leadership and shared accountability for a sustainable response to the HIV, TB and STI epidemics.</p> <p>OBJECTIVE 6.1 strengthen the South African National AIDS Council to provide effective co-ordination and leadership of all stakeholders for shared accountability.</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • Formally establish the structures of AIDS Councils at District, Local, and Ward level. • Ensure representation of all stakeholders in decision-making • Strengthening the role of the private sector.

<p>GOAL 7 Mobilise resources and maximise efficiencies to support the achievement of the NSP.</p> <p>This goal only applies to National Strategy Plan which is South African National AIDS Council (SANAC).</p>	<p>GOAL 8. Strengthening strategic information to drive progress towards achievement of NSP and PIP goals</p> <p>OBJECTIVE 8.1 optimize routinely collected strategic health information for data utilisation.</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • Increase Data utilisation <p>OBJECTIVE 8.2 Strengthen and promote multi-sectoral ownership and accountability of the PIP and DIP M&E systems.</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • Strengthen M&E capacity to effectively use available data to monitor the PIP performance and HIV, TB and STI epidemics at all levels • Ensure harmonised, timely and comprehensive routine systems to provide quality health data at Provincial and District levels and across sectors. • Disseminate timely, relevant HIV, TB and STI's information to the public • Generate and disseminate PIP Monitoring and evaluation reports to the public. <p>OBJECTIVE 8.3 strengthen strategic research activities to create validated evidence for innovation, improved efficiency and enhanced impact.</p> <p>SUB-OBJECTIVES</p> <ul style="list-style-type: none"> • Develop and coordinate research agenda for the PIP
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2.6.2 Youth

The status quo as reflected in the previous sections revealed that the majority of people within the municipal area are youth. In an attempt to address issues affecting youth, the Municipality is in the process of developing youth strategy. The objectives of the strategy are as follows:

- Create health platform for the signing of the Memorandum of Agreement between City of Mbombela and National Youth Agency;
- To promote youth interest in the Municipality;
- To advocate and lobby for young people economic support in South Africa in general, and Mbombela in particular;
- To initiate youth engagement with the cooperate world both government parastatal and private business;
- To initiate and support initiatives that seeks to advance youth economic development;
- To coordinate the implementation of Integrated Youth Development Plan and the both the provincial growth strategy and the National Youth Strategy;
- To provide unemployed youth, young people with disabilities, young school going youth in and around Mbombela with career guidance, counselling, life skill, health and well-being and internet services as an endeavour to create a better future;
- Create an able environment for youth development;
- Assist young people to access sustainable livelihood and obtain employment /self-employment and/or information in, education and training opportunities;
- To assist youth initiatives in tourism and cultural activities

- To assist young people to establish comparatives.

In respect of youth development programmes, the focus of the Municipality is mainly on ensuring that the guidelines of the local government framework on youth development are adhered to. The focus however, is on the following two levels of mainstreaming:

- Internal mainstreaming that begins with all spheres of government developing and implementing youth friendly policies and strategies, setting out clear targets and budgets for youth within their budgetary and programmatic activities. This approach requires that the Municipality looks at its human resources and ensures that its staff component consists of an acceptable proportion of youth, with opportunities for training and development and possibilities for career development within the municipality corporate ladder.
- External mainstreaming is a second level which requires that every line department within a Municipality takes into account the issues affecting young people in communities within municipal areas. The Framework proposes that mainstreaming be considered in areas of Youth Policy, Strategic Plans and Programmes. The Framework identifies lessons from good practice examples in Youth Policy development; from South Africa. Further, it identifies key municipality Programme Priorities, viz; Infrastructure Provisioning; Free Basic Services; Local Economic Development; Integrated Sustainable Development Programme; Urban Renewal Programme; Public Participation; and Skills and Leadership Development Programme for Local Government for the professionalization of youth work.

2.6.2.1 Junior Councilors

The Municipality is in a process of establishing a Junior Councilor structure. The rationale behind the establishment of the Junior Councilors is to teach young people how decisions are taken, implemented, evaluated or monitored by council, but most importantly, is to develop second layer leadership both politically and administratively.

2.6.2.2 Youth Development

The municipality has established a Youth Local Office, commonly known as Mbombela Youth Development Agency (MYDA). The agency will work hand in hand with the Provincial Youth Development Agency in creating and promoting coordination in youth development matters. The municipality is in the process of finalising the youth development strategy to address all the issues affecting youth in the municipal area. In addition to the strategy, the municipality will also be rolling out the following programmes:

- Mbombela young ambassadors on tour guide
- Back to school campaign for child headed families
- National youth services recruitment
- Parliament programmes
- 11 March Memorial Lecture
- Masibuyele Emasimini programme
- 16 June celebration
- National youth day celebration
- Youth in agriculture (YARD)
- Recruitment of National rural cooperatives (CORPS)
- Recruitment for South African Navy

- Youth crime prevention
- Dialogue for youth with disabilities
- Mandela day celebration
- High school debates competition
- Children focus week
- Take a child to the work place
- Social Security programmes
- Business Training and Cooperatives establishment
- 16 June tournament

Allocation of books to 5 high school libraries.

2.6.2.3 Children

Children's Rights are enshrined in the Constitution of the Republic of South Africa. Departments are, therefore, obliged to translate the Constitutional Mandate into legislation, policies and programmes at all spheres of Government to ensure that the human rights of children are meted out to South African children. According to Ehlanzeni District Municipality, the majority of children within the municipal area do not have access to government resources such as clinics, schools, social grants and children who are severely disabled with no access to assistive devices and education.

The strategic children's rights agenda of Government is guided by the Children's Rights Sector's obligation to contribute to national initiatives towards delivery on:

- The Constitutional Mandate
- The National Strategic Objective i.e. "A united, democratic, non-racial, non-sexist and prosperous South Africa"
- The People's Contract or Election Manifesto
- National priorities
- Regional and International obligations

The Children's Rights Stakeholder's Forum was established for the following reasons:

- Is a key structure in enhancing service delivery and equalization of opportunities for children in the Municipality
- Strengthens an enabling environment conducive for Children's Rights delivery in the Municipality
- Promotes the legal and political accountability set out in the United Nations Conventions;
- Contributes in all relevant ways to ensure that children's rights are promoted effectively and to strengthen accountability which is the hallmark of the realization of these rights;
- will put attention to pertinent issues such as worst forms of child labour, hazardous works, trafficking and sexual exploitation;
- Promotes cohesion in relation to NGO's;
- Creates a platform of acquiring data for monitoring children's rights delivery;
- Advocates for and promotes children's rights and responsibilities in society;
- Facilitates and coordinates the Programme of Action and the National Plan of Action for children;
- Promotes constitutional requirements, aspirations of regional and international Children's Rights instrument;
- Ensure effective public private partnerships in order to advance delivery of the Constitutional mandate.

Currently, the Municipality has identified donors to assist in allocating books to 5 primary school libraries. The areas of focus for children's rights issues will be on early childhood development, emphasis on education through the back to school campaigns, orphaned and vulnerable children, substance abuse and social education on teenage pregnancy, career guidance, health education, child trafficking, general safety of children, social services, infrastructure, nutrition and peer counselling.

The Municipality has already compiled a data base for Early Childhood Development Centers (ECD) and thus far they are 108 Centres. According to the Department of Social Development, 106 ECD's are funded and two are still in a process of registration, the total number of ECD learners is 2 713. The Municipality will establish an ECD Forum aiming at creating a platform for ECD Coordinators to engage Council on issues relating to Early Childhood Development issues. The Municipality has visited ECD centres around its area of jurisdiction with an intention of assessing the governmental services which resulted in discovering a shortage of sponges and blankets. The Municipality has resolved to assist through its Transversal Unit in donating 30 sponges and 30 blankets (6 Centres). There is a fundraising conducted by the Municipality through its Transversal Services in partnership with Ligwalagwala Fm and Mpumalanga Land & Agriculture Committee for clothing and grocery whereby orphanage centres will be identified through Ligwalagwala FM to benefit on the programme.

According to the Department of Social Development, the Mbombela municipal area has 7152 children who receive foster care grants and thus far the backlog is approximately 1 500 and 2 363 Orphans. This implies therefore that there is a need to conduct social security programmes.

2.6.3 Gender Development

The Municipality has developed an Employment Equity Plan aimed at eliminating unfair discrimination in employment and to provide for Affirmative Action to redress the imbalances of the past and create equity in employment. The policy specifically ensures that women are considered in the senior positions. The City of Mbombela through its Transversal unit also has developed a draft gender policy informed by the DPLG Gender Policy. The overall purpose of this policy document is to provide a framework that will serve as a guide for development of gender responsive programmes, projects, policies, and procedures within the Municipality in transforming the status of women. The key outcome of the policy is to ensure the mainstreaming of gender in the broader planning agenda of the Municipality.

2.6.4 Disability

Historically, disability issues have been addressed in a piecemeal, fragmented way. This has been one of the key factors contributing to the marginalization of disabled people and the dire poverty of the circumstances in which the majority find them in. If the needs of disabled people are to be effectively addressed and the objectives of the RDP are to be met, disability must be fully integrated into the principles, strategies and framework of the programme. This will ensure that the effects of apartheid as they have affected disabled people will be eradicated in a sustainable process of reconstruction.

Thus far the Municipality has managed to employ only 5 disabled persons; 1 male and 4 females. Mbombela Civic Centre building is accessible for persons with disabilities in terms of toilets, packing ramps and lift. In terms of database the municipal area have 6 613 persons with disabilities, 43 centres and one Inclusive School around its jurisdiction.

The municipality does not have a disability strategy, and is currently using Ehlanzeni Disability Strategy. The strategy aim to achieve the following:

- Facilitation of the integration of disability issues into municipal developmental strategies, planning and programmes;
- the development of an integrated management system for the coordination of disability planning, implementation and monitoring in the various line functions at all municipalities in the District;
- the development of capacity building strategies that will enhance municipality's ability at all levels to implement recommendations contained in the Municipal Integrated Disability Strategy;
- Programme of public education and awareness raising aimed at changing fundamental prejudices in Ehlanzeni's societies and communities.

The City of Mbombela will establish a Disability Council which will facilitate and coordinate all the programmes and issues affecting the disable people. The Municipality has further compiled a data base for Albinisms and engaged donors to assist them with spectacles. About twenty (21) Albinisms are undergoing consultation at Value Mat Centre in Dr Stanley and Dekock Surgery. The following are some of the municipal programmes for disability people:

- Masibuyele Emasimini Programme
- Business training workshop and Cooperatives establishment
- Dialogue on the Rights and safety of persons with disabilities
- Awareness campaign on HIV/AIDS
- Empowerment against any form of abuse
- 16 Days of Activism Programme
- Executive Mayors games
- Social security Programmes
- Women's Celebration
- Human Rights Celebration
- Sign language workshop
- Disability wheelchair basket ball
- Awareness campaign on building and transport to be accessible(public and private)
- Supported awareness procurement workshop for people with disability
- Supported Ehlanzeni Executive Mayor's Achievers Awards programme

2.6.5 The first citizens of Mbombela

The Municipality has compiled a data base for elderly persons with an intension to create a platform for aged people to be able to engage the Municipality in terms of issues affecting them. According StatsSA Community Survey 2016, there were 27 304 old age persons within the municipal area. The Municipality's programmes on the first citizens are as follows:

- HIV/AIDS workshop
- Rights and Safety of Elderly people
- Masibuyele Emasimini programme
- Elderly Exchange Experiential programme
- Women's Day Celebration
- 16 Days of Activism
- International Women's Day Celebration
- First Citizen Celebration

There are two Old Age Homes in Umjindi which take care of the elderly, one in Barberton and one at Emjindini New Village (Ext.1). The current programmes for the elderly at Umjindi include feeding

scheme, agricultural farming (Masibuyele Emasimini) as well as sewing, baking and other hand work activities determined from time-to-time.

2.6.6 Traditional Healers

The Municipality is in a process of compiling a data base for Traditional Healers to create a platform for them to raise their issues with the Municipality, also for the alignment of HIV/AIDS related issues.

The Municipality will be coordinating and facilitating programmes for all target groups to fast track development of the previously disadvantaged groups. In making sure that transversal issues are well mainstreamed, strategic planning sessions on transversal issues are held by the Transversal Services Unit.

2.6.7 Executive Mayor's programmes

The Executive Mayor will continue to participate in the programmes that are aimed in improving the lives of disadvantaged special groups. Some of the programmes includes:

- Christmas Party for Mbombela First Citizens, Persons with Disabilities, Orphans and Vulnerable Children
- Distribution of food parcels, blankets and intervention to poverty stricken families
- Distribution of variations of sidling's to Primary Schools that provide food nutrition
- Distribution of used clothes/ consignments
- Donation of School uniform to orphans
- Donation of gifts by the Executive Mayor to orphanage centres and Inclusive centres
- Donation of spectacles to children with disabilities Albinisms.
- Mayoral Outreach Programme

2.7 CONCLUSION

This chapter focused on the demographic structure as well as the social, economic, spatial, and environmental analysis of the Mbombela municipal area. This was to give a detailed analysis of the situation existing within the municipal area to inform future planning. It has been observed that the population of Mbombela municipal area has been growing rapidly from 2001 until 2011. A similar trend was also observed in the number of households during the same period. Even though the Municipality has made considerable strides in delivering basic services, the growth in the number of people and households has also placed tremendous pressure on the Municipality in eradicating the existing backlogs. The Chapter also gave a detailed information on the existing infrastructure pertaining to community services (i.e. libraries, community centres, parks, cemeteries, public transportation, sports fields, and fire stations) and social services (i.e. early childhood centres, schools, clinics, hospitals, police stations). A synopsis of the spatial development framework was also given which explained how the Municipality intended to use and manage its land for development.

3.1 INTRODUCTION

Section 25 of the Municipal Systems Act (2000) requires that each municipal council must within a prescribed period after the start of its elected term adopt a single, inclusive and strategic plan, commonly known as Integrated Development Plan (IDP). The IDP must guide and inform all planning, development, budgeting decisions of the municipality.

Section 26 (a) of the above said act also requires that the IDP must reflect the municipal council's vision for the long term development of the municipality. This chapter outlines the municipal vision, mission, motto, development objectives and priorities.

3.2 STRATEGICAL POSITIONING

3.2.1 Vision

A vision is defined as a statement that outlines what the organization wants to be in future. The municipality's vision is set out as follows: ***“City of Excellence, the ultimate destination”***.

3.2.2 Mission statement

A mission can be defined as a written declaration of an organisation core purpose and focus that normally remains unchanged over time. The municipality has derived the following mission which serves as a guide in delivering on its mandate and towards the fulfilment of its vision. The municipality's mission statement is as follows:

“Together in partnership spatially transforming the city, providing effective local governance and rendering competitive municipal services and sustainable development for living, working, investing and leisure”

3.2.3 Core values

In order to maintain a high level of service, the municipality adopted a set of values to guide the behavior of all people towards the achievement of the mission and ultimately, the vision of the municipality. The values seek to develop a culture that informs both the administrative as well as the political components, to achieve the municipality's vision.

The values, commonly known as ***“THE PEACESS”*** as be outlined as follow:

- **T:** Transparency
- **H:** Honesty
- **E:** Excellence to Communities
- **P:** Passion
- **E:** Efficiency
- **A:** Accountability
- **C:** Commitment
- **E:** Empathy

- **S:** Sustainability
- **S:** Selflessness

3.2.4 Motto

In addition to the core values, the municipality has adopted the following statement as a Motto:
“We never forget, we work with the communities”

3.3 DEVELOPMENT PRIORITIES

The municipality has adopted the following 14 priorities to be implemented within the period of 5 years (2017-2022):

- 1. Water supply**
- 2. Road infrastructure development and storm water**
- 3. Electricity supply and management**
- 4. Integrated human settlement**
- 5. Good governance and public participation**
- 6. Sanitation/sewerage**
- 7. Community development**
- 8. Rural development**
- 9. Economic development**
- 10. Waste and environmental management**
- 11. Financial management and viability**
- 12. Public transport**
- 13. Public Safety**
- 14. 2010 legacy**

3.4 IDP DEVELOPMENT OBJECTIVES

In order to achieve the above development priorities, the municipality has adopted the following 7 development objectives:

- DO 1: To provide infrastructure and sustainable basic services**
- DO 2: To provide sustainable social amenities to the communities**
- DO 3: To strengthen the delivery of sustainable integrated human settlement and environmental management**
- DO 4: To initiate a strong and sustainable economic development**
- DO 5: To build a strong good governance and institutional development**
- DO 6: To ensure legally sound financial viability and management**
- DO 7: To maintain and sustain the 2010 legacy projects**

3.4.1 Service delivery targets for the next 5 years

Table 3.4.1 below gives a summary of the service delivery targets for the next five years.

Table 3.4.1: Service delivery targets

IDP DEVELOPMENT PRIORITY	PROGRAMME	5 YEAR TARGET	1 ST YEAR TARGET (2017-2018)	2 ND YEAR TARGET (2018-2019)	3 RD YEAR TARGET (2019-2020)	4 TH YEAR TARGET (2020-2021)	5 TH YEAR TARGET (2021-2022)
Water supply	Bulk	<ul style="list-style-type: none"> 1 Regional Dam 3 Municipal Dams 6 WTWs = 38ML/Day Output ±139 Km Bulk Supply Lines 57 ML/Day Storage 	10,5ML/D (Karino & Rimers Creek) 10,4,4 4.5 ML/D Tekwane, Karino, Barberton, Cylindrical tanks	Matsulu design 3,5; ML/D Pumlani,	27ML/D (Hoxani-recommissioning) Matsulu WTW (EIA, Town planning, additional water rights – 12ML/D) 3.5 ML/D Hazyview design, 3 ML/D whiteriver	6 ML/D (Matsulu) 3.5 ML/D Hazyview	0 3,10, 20ML/D Hillsvie, Numbi, various Nsikazi N villages
	Networks and connections (Backlog eradication)	<ul style="list-style-type: none"> 38 209 HH new connections 20 000 HH 24hr supply ±90 Km Reticulation Network 	4 892 HH	1451HH	4830 HH	23 518 HH	23 518 HH
	Augmentation schemes	<ul style="list-style-type: none"> Package Plants with a daily output of 3.9ML/Day Boreholes 	2, Barberton (eMjindinin Trust) Sheba mine	3 package plant Makoko, Noordkaap Mlambongwabe Shiyelalongubo	Agnes mine package (plant upgrade and refurbishment (additional 1ML/D)	0	0
	Asset management and WCDM	<ul style="list-style-type: none"> % Reduction of water losses Periodic Maintenance of Assets as per the maintenance plans 					
Road infrastructure development and storm water	New road infrastructure	<ul style="list-style-type: none"> 33.2km 	18.22km	14.52km	20km	23km	24km
	Regravelling of streets	<ul style="list-style-type: none"> Regravelling of 3120 KMs of gravel roads Regravelling of ±800KMs Grading± 400 KMs 	0	0	3000m ² milling 336000m ² resealing	Reseal 143 km [± 1000000m ²]	Reseal 143 km [± 1000000m ²]
	Bridges	<ul style="list-style-type: none"> 3 Pedestrian bridges 	4	2	5	5	4
Electricity supply and management	Bulk	<ul style="list-style-type: none"> 10.5km 132kV overhead line 40km 132kV overhead line 	1. Designs for 40 MVA Substation complete	1. 40MVA Substation building constructed.	1. Panels installed in the Substation. 2. Line constructed from Ext 17	1. 40MVA Transformer ordered.	1. 40MVA Transformer installed and commissioned.

		<ul style="list-style-type: none"> 60MVA additional capacity 11kV Switching Station 	2. Designs for Switching complete 3. Designs for 132kV Line and Kiaat Switching Station in progress	2. Ext17 Switching station building constructed 3. Designs for 132kV Line and Kiaat Switching Station complete	Switching station to substation 3. Appointment of contractor, site establishment and ground work.	2. Ext 17 Testing and Commissioning 3. 132kV line built from Nelsriver Sub to Rocky's Drift Sub	2. Ext17 Hand-over & close-out 3. Upgrade of Rocky's Drift HV panels
	Electrification (new connections)	<ul style="list-style-type: none"> 4 140 new connections (HH electrifications) 	4 678 HH connected	6 215 HH connected (includes Eskom connections)	10 130 HH to be connected	4 000 HH to be connected	1 292 HH to be connected
	Energy efficiency	<ul style="list-style-type: none"> Retrofit 8 720 streetlight fittings & 338 high mast flood lights with efficient LED technology: EEDSM 	338 High Mast Flood Lights and 202 Street Light Fittings	0 High Mast Flood Lights and 22 Street Light Fittings.	686 Street Light Fittings	4000 Street Light Fittings	3810 Street Light Fittings
	Revenue enhancement	<ul style="list-style-type: none"> 7 000 meters audited 	1 000 meter audited	457 meters audited	1 543 meters audited	2 000 meters audited	2 000 meters audited
	Energy efficiency	<ul style="list-style-type: none"> Provision of alternative energy solutions at Municipal buildings and plants 	0	0	Civic Centre (1 MW PV) Tekwane Waste to Energy	Mbombela Stadium (2MW PV)	3xFire stations (PV) Regional Offices (PV) Kingstonegale waste treatment (3 MW Biomass
Sanitation /sewerage	Bulk	<ul style="list-style-type: none"> 4 WWTWs = 46.5ML/Day Output ±31 Km Outfall Sewers 	0	Rocky's Drift WWTW (DESIGNS)	Hazyview WWTW (preliminary designs, town planning & Business plans)	3,6,3,1 Barberton, whiteriver, Mahushu, Elandshoek; Rocky's Drift; Hazyview WWTW (detailed designs)	14,19 ML/D kanyamazane, kestonevale Hazyview WWTW
	Networks and connections	<ul style="list-style-type: none"> ± 80Km Reticulation Network 9 150 Household new connections 	400 HH Matafeni and Barberton (Human settlement projects)	126 HH Mhlume (design)	1,400 HH	3,434 HH	5,050 HH
	Asset Management	<ul style="list-style-type: none"> 50 000 of 90 419 VIP Maintenance Eradication of Sewer Spillages 					
	On-site sanitation	<ul style="list-style-type: none"> 1 250 Alternative Technology HH Facilities 					

Community facilities	Community halls	<ul style="list-style-type: none"> 16 New community halls 9 Community halls upgrades 	3 new halls completed & hande over (Elandshoek, TV, Phameni)	3 new halls in progress: Sandriver (95%), Mpopoli (90%), Phola (60%)	5 new halls (Makoko, Mbonisweni, Numbi, Jerusalema, Chweni)	2 halls (Newscom, Phumlani)	3 halls (Nsikazi, Zwelishana, Mpakeni)
			1 clubhouse upgraded (Nelsville)	0	1 hall upgraded (Nelsville)	3 halls upgraded (Kanyamazane, Tekwane North, Oewersig)	4 halls ugrade (Valencia, Emjindini, Daantjie, Matsulu A)
	Parks	<ul style="list-style-type: none"> 5 New parks 24 Parks upgrades 	1 new park developed (Matsafeni)	1 new park developed (Emjindini)	1 new park developed (Mjejane)	1 new park developed (Mpakeni)	1 new park developed (Ward 35)
			0	1 park upgraded (Mkhize Park)	1 park upgraded (Matsulu)	1 park upgraded	1 park upgraded (Matsulu)
	Sports facilities	<ul style="list-style-type: none"> 2 Stadium upgrades 	0	2 Stadia upgraded (Emjindini, Matsulu)	2 Stadia upgraded (Emjindini, Matsulu)	0	0
	Cemeteries	<ul style="list-style-type: none"> 2 New regional cemeteries 	0	0	0	1 cemetery developed (Nkambeni)	1 cemetery developed (Tekwane West)
Waste and environmental management	Waste Collection Services	<ul style="list-style-type: none"> 160 136 	0	0	0	32 000 HH	32 000 HH

3.5 IDP ALIGNMENT WITH MBOMBELA VISION 2030

The Municipality has adopted a long term strategy commonly known as Mbombela Vision 2030 which provides a comprehensive overview of the alignment and cascading of the goals and target set in the National Development Plan.

The plan also serve as a gateway development strategy document that take advantage of the location of the City of Mbombela. All the municipal key strategic plans such as IDP, SDF, Budget and other sector plans are informed by the plan. The plan together with the SDF serve as the key strategic documents that guide and inform the future development of the municipality.

The Mbombela Vision 2030 is a strategy and plan to respond strategically and decisively to growth and development dynamics. The Vision 2030 aims to achieve the following:

- Shape and manage the growth of the City of Mbombela
- Meet the demands for housing, services and jobs
- Position Mbombela as an attractive destination

Figure 3.5: Mbombela Vision 2030 Framework



Source: SPPSU, 2016

3.5.1 Mbombela Vision 2030 Goal

The Mbombela Vision 2030 is as follows:

"To be the best City in South Africa by 2030 for living, working, playing and investing".

3.5.2 Pillars of the Mbombela Vision 2030

The above goal rests on the following two (2) pillars:

Pillar 1: Building and configuring **Integrated Sustainable Human Settlements** where all communities live in quality neighbourhoods with good infrastructure and basic services offering a variety of housing options and close and easy access to community and social services, mobility and economic opportunities.

Pillar 2: Developing a **Competitive Economy** through spatial restructuring and optimal contribution from each city region that attracts high levels of investment, generates jobs and raises income of households significantly.

These pillars form part of the measures by which the work towards the 2030 goal will be assessed on a continuous basis. Vision 2030 is partly a disruptor to the way things may have been done in the past by the City administration and the various stakeholders and sectors of society. It is a template for the future and will require a renewed commitment to raising the bar in performance excellence across all sectors of society.

3.5.3 Objective of the Mbombela Vision 2030

The desired future described above is one in which all the people and communities of Mbombela are living in Integrated Sustainable Human Settlements and where there is a competitive economy in which the unique selling points and competitive positions of each region and its people is strengthened towards city-wide synergy and economic advantage. Both urban and rural spaces are transformed, developed and enhanced with appropriate linkages.

The City of Mbombela will thus be the best City in South Africa by 2030 for living, working, playing and investing. This goal will be achieved in a systematic way by simultaneously pursuing 4 interrelated strategic objectives identified by 156nauthori the gaps highlighted in the diagnostic process and the aspirations contained in the desired future.

3.5.4 Strategies of the Mbombela Vision 2030

Each strategic objective is elaborated in terms of the envisaged or expected outcomes and a set of key strategic actions or strategies providing a clear direction and guidance for implementation.

3.5.4.1 Strategy 1: Spatial Transformation

The reorganisation of space would unlock hidden opportunities in the local economy, while the inclusion of all residents would drive competitiveness of the City to greater heights thereby creating the best City in South Africa. The strategy's envisaged outcomes are:

- Adequate housing and overcome poor planning and informal settlement
- Integration of race and social classes, and spatial justice
- Overcome sprawl and make more efficient use of space and land, and mix of land uses
- Open up more investment, economic growth and job opportunities
- Better capability to provide infrastructure more effectively and efficiently
- Better spatial governance and revenue enhancement

Table 3.5.4.1: Vision 2030 Strategic objective 1

Strategic Objective 1 (SO 1): Spatial Transformation To transform the spatial structure of the City towards an equitable, inclusive and comparatively efficient form consisting of a series of integrated and well connected economic corridors, nodes and mixed-use/mixed-income sustainable human settlements	
Strategy 1: City Centres Expand the capacity of the City Centres to enable more commercial and mixed-income residential development	Target: 39 542 new mixed typology housing units by 2030 with access to services and amenities according to norms and standards: <ul style="list-style-type: none"> • Basic services • Community services • Social services • Economic opportunities
Strategy 2: New Urban Nodes Identify and develop new urban nodes as mixed use sustainable human settlements that will integrate the City	Target: 55 376 new mixed typology housing units by 2030 with access to services and amenities according to norms and standards: <ul style="list-style-type: none"> • Basic services • Community services • Social services • Economic opportunities
Strategy 3: Communal Areas/Regional Upgrades Undertake upgrading and formalisation, and institute better spatial governance working in partnership with traditional leaders	Target: 5 750 new mixed typology housing units by 2030 with access to services and amenities according to agreed norms and standards: <ul style="list-style-type: none"> • Basic services • Community services • Social services • Economic opportunities
Strategy 4: Economic Nodes Identify and activate key economic nodes and high impact projects that promote the City's competitiveness as a regional hub and administrative centre, and supports key growth sectors such as agriculture, agro-processing, tourism, and renewable energy	Target: Develop economic transformation concepts, undertake feasibility studies, and coordinate delivery of key high impact projects working with government and industry stakeholders

3.5.4.2 Strategy 2: Economic Growth

It is possible for the City of Mbombela to double its economic output by having a long range view and stimulating the local economy with investment in infrastructure and by attracting investments to the area. The economic size of Mbombela, alongside two other Mpumalanga cities (Govan Mbeki and eMalahleni) is just below the top ten of the country. The top five metros account for 50% of South Africa's Gross Domestic Product (GDP). Mbombela accounted for R20 billion in 2010. However, this has moved to over R30 billion in 2013.

The current economic growth rate is estimated to have absorbed 143 724 people in formal employment. The growth in formal employment has been 2% per annum. This can be doubled through investments and facilitating job creation in the economy. The strategy's envisaged outcomes are:

- Unemployment, poverty and inequality significantly reduced
- Differentiated and unique contribution of each of the 4 regions of the City strengthened
- Stronger and more inclusive local economy with greater opportunities for small businesses
- Improved rates base and higher revenue generation for the City

- Greater infrastructure investment capacity and improved quality of life of residents

Table 3.5.4.2: Vision 2030 Strategic objective 2

Strategic Objective 2: Economic Growth	
To establish a competitive economic position that attracts high levels of investment to raise economic growth substantially in order to create targeted number of jobs	
Strategy 1: Economic Sectors Raise the contribution of each sector to the local economy according to agreed plans and targets in respect of growth and job creation with the private sector	Target: <ul style="list-style-type: none"> • Unemployment at 6% by 2030 (NDP) • Achieve sector targets for investment and job creation set with each economic sector
Strategy 2: Land Development Accelerate preparation, approvals and release of land for development supporting integrated human settlement, economic sector and regional economic targets	Target: <ul style="list-style-type: none"> • Convert over 3600 Ha of land for new mixed-use and mixed-income housing (integrated human settlements) • Strategic land negotiation capability and incentives • Integrated land-use decision-making with maximum 3 month turn around time
Strategy 3: Skills Development Facilitate skills development, encourage incubation hubs for enterprise development and employment placement programmes in partnership with the private sector	Target: <ul style="list-style-type: none"> • Upgrade skills and/or place into jobs 110 000 unemployed, support small businesses and traders with facilities, business services, and value chain integration • World-class Incubation Hub
Strategy 4: Safe and Smart City Create a safe, conducive and efficient environment for investment and for living	Target: <ul style="list-style-type: none"> • Safer and technologically enhanced communities and places
Strategy 5: Place Marketing Raise the confidence levels in the City of Mbombela as a place to live, work, invest and play. Undertake a rigorous and consistent investment facilitation and place marketing programme underpinned by strongly positioned and managed Brand.	Target: <ul style="list-style-type: none"> • Global outreach of the City of Mbombela brand underpinned by well packaged catalogue of investment and work opportunities, lifestyle and tourism offerings.

3.5.4.3 Strategy 3: Service Provision

All cities provide public goods and services on water, electricity and energy, refuse removal, attend to land use permissions, health and safety, transport and mobility connectivity and bulk infrastructure connections. Basic Services are the foundations on which the City exists and the future pathways depend on the robustness of infrastructure and services provided. In turn, infrastructure planning cannot be done without strategic planning directing it. And, the economy will not be stimulated unless there is adequate infrastructure, regular and universal services and active land use management. The strategy's envisaged outcomes are:

- A productive and equitable City with high and affordable levels of mobility
- High levels of private investment and economic growth
- Good quality of life for residents, visitors and investors
- Long term adequacy of infrastructure and universal service provision capability
- Sustainable municipal revenue and life-cycle infrastructure management
- Safe, healthy and productive communities

Table 3.5.4.3: Vision 2030 Strategic Objective 3

Strategic Objective 3: Service provision To plan for, install, maintain and operate infrastructure, as well as provide services more efficiently and on a sustainable basis that adequately supports: transformed spatial structure, economic growth objectives, universal access to basic services, and differentiated service requirements of households and human settlements	
Strategy 1: Basic Services Install adequate and well managed infrastructure and deliver basic services in a consistent and sustainable manner	Target: Connect all existing households and planned new households, and community, social and economic sites by 2030 (water, sanitation, electricity, waste management, and roads and storm water) <ul style="list-style-type: none"> • City Centre and CBDs • New Urban Nodes • Communal Areas
Strategy 2: Community Services Provide and operate community services according to sustainable human settlement norms and standards	Target: <ul style="list-style-type: none"> • Plan for and provide full range of community services according to access norms in all existing and new settlements • Operate and maintain facilities and provide quality services (Libraries, Community centres, Telecommunications, Safety, Parks, Cemeteries, Public squares, Fire stations, Public transportation)
Strategy 3: Social Services Work with provincial and national government for adequate provisioning of social services	Target: Determine and direct adequate provisioning of social services by national and provincial government according to access norms and standards: <ul style="list-style-type: none"> • Schools • Clinics/hospitals • Police stations
Strategy 4: Production Provide necessary infrastructure for economic production purposes including city-wide as well as regional connectivity	Target: Package infrastructure and services to support industrial and export growth and activate identified nodes and projects: <ul style="list-style-type: none"> • Eastern Belt – KMIA Agricultural Corridor • Fresh Produce Market • International Convention Centre • Rocky Drift Industrial Park & Incubation Hub • Cultural Hub • Energy Hub • Public Works Precinct • Commercial Mixed-Use Precincts

3.5.4.4 Strategy 4: Governance

To bring about spatial transformation and economic growth and development, a performance excellence work ethic and culture based on productivity, co-ordination and integration of functions at a horizontal and vertical level is required. This must lead to the integrated systems that are geared for delivery and guide the provision of infrastructure, basic services and community services. The renewed institutional system of integration, co-ordination and provision of service to people will be configured into the DNA of the municipality through a performance excellence culture and community impact performance measures. The strategy's envisaged outcomes are:

- Spatial transformation, economic growth and sustainable service provision
- Robust relations with stakeholders, business sector and communities
- Strong and growing rates base and municipal revenues
- Fit for purpose municipal administration and highly operationally efficient organisation
- Model city ranking with good quality of life and high community/customer satisfaction

Table 3.5.4.4: Vision 2030 Strategic Objective 4

Strategic Objective 4: Governance To lead, direct and manage spatial and economic growth of the City robustly, enhance revenue generation and improve operational efficiency	
Strategy 1: Spatial Governance Regulate the entire City space according to a common spatial development vision and single land use management system	Target: All land across the City to be covered by a Land Use Scheme and all development to comply with such scheme <ul style="list-style-type: none"> • Communal Areas partnership with traditional authorities, special Land Use Schemes (peri-urban, rural responsiveness) • All formalisations and proclamations completed • Enforcement measures balancing growth, environment, and social factors
Strategy 2: Financial Sustainability Expand the rates base and grow revenue collection	Target: <ul style="list-style-type: none"> • Register and accurately and efficiently bill all households, commercial, industrial, institutional customers • Achieve and maintain financial indicator targets as per National Treasury guidelines • All municipal functions undertaken in a cost efficient and effective manner
Strategy 3: Performance Excellence Develop human resource capability; improve institutional systems and capability for budget prioritisation, integrated work, project execution, communications and marketing, long-range planning, research, and performance management; and create conducive and attractive work environment.	Target: <ul style="list-style-type: none"> • Achieve and maintain operational efficiency indicator targets • Efficient organisational structure and all critical vacant positions remain filled (managerial, professional, operational) • Talent attraction and management strategy • Continuous Learning programmes, on the job training and individual performance and personal development plans • Communications and marketing capacity, systems and platforms • Performance excellence organisational culture
Strategy 4: IGR and Stakeholder Relations Improve IGR and stakeholder relations targeted towards developing integrated human settlements and local economic growth	Target: <ul style="list-style-type: none"> • IGR & Stakeholder relations strategy • Effective participation in relevant structures and forums • Manage relations with dedicated capacity • IGR and Sector agreements

Strategy 4: Community Satisfaction Focus on making a measurable impact on the quality of life of communities	Target: Establish a monitoring and evaluation system that links organisational performance and community satisfaction <ul style="list-style-type: none"> • Community satisfaction surveys • Business confidence index • Strategic management dashboard • IDP milestones and targets
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3.5.5 Vision 2030 Implementation Plan – Making it Happen

Vision 2030 is a measurable plan. The packaging of the Vision 2030 strategies and targets in the above section provides the measures. These strategies will be implemented via projects configured to achieve the 2030 targets by breaking them down into sets of 5-year objectives and targets guiding the successive IDP cycles, that is:

- IDP (2017 – 2022)
- IDP (2022 – 2027)
- IDP (2027 – 2032)

3.5.6 Alignment of IDP development priorities and objectives with City of Mbombela’s Vision 2030 and local government Key Performance Areas

Table 3.5.6 below further shows the alignment of IDP development objectives and development priorities with the City of Mbombela’s Vision 2030 and Local Government Key Performance Areas.

Table 3.5.6: Alignment of IDP Development Priorities and Objectives with City of Mbombela's Vision 2030 and Local Government Key Performance Areas

VISION 2030 STRATEGIC OBJECTIVE	LOCAL GOVERNMENT KPA	IDP DEVELOPMENT OBJECTIVE	IDP DEVELOPMENT PRIORITY
Spatial Transformation (SO1): to transform the spatial structure of the city towards an equitable, inclusive, efficient and compact form consisting of a series of integrated and well connected economic corridors, nodes and attractive mixed-use/mixed-income sustainable human settlements of varying densities.	Spatial development	To strengthen the delivery of sustainable integrated human settlement and environmental management	p8: Rural development p4: Human settlements
Economic Growth (SO2): to establish a competitive economic position that attracts high levels of investment which can raise economic growth substantially to create targeted number of jobs	Local economic development	To initiate a strong and sustainable economic development	P9: Economic development P8: Rural Development
Service Provision (SO3): to plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis that adequately supports: transformed spatial structure economic growth objectives universal access to basic services, and	Service delivery and infrastructure development	To provide infrastructure and sustainable basic services	P1: Water supply P2: Road infrastructure development and storm water P3: Electricity supply and management p6: Sanitation / Sewerage P8: Rural Development P10: Waste and Environmental Management

VISION 2030 STRATEGIC OBJECTIVE	LOCAL GOVERNMENT KPA	IDP DEVELOPMENT OBJECTIVE	IDP DEVELOPMENT PRIORITY
differentiated service requirements of households and human settlements			P12: Public transport
		To provide sustainable social amenities to the communities	p7: Community development P12: Public Transport P13: Public Safety
Governance (SO4): To lead, direct and manage spatial growth of the city robustly, enhance revenue generation and improve operational efficiency	Good governance and public participation	To build a strong good governance and institutional development	p5: good governance and public participation
		To ensure legally sound financial viability and management	p11: Financial viability and management
		To maintain and sustain the 2010 legacy projects	p14: 2010 Legacy Projects

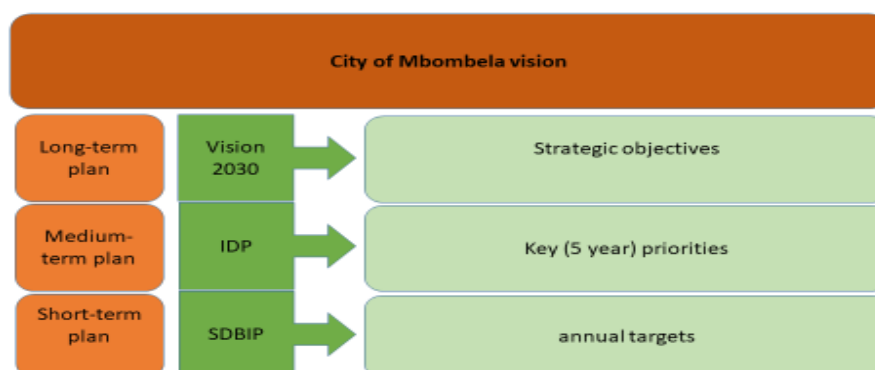
NB: P1 in the table refers to Priority number 1 whilst SO2 will refer to Strategic Objective number 2, et cetera.

3.6 IDP ALIGNMENT WITH OTHER POLICIES AND PRIORITIES

3.6.1 Hierarchy and alignment of plans (CoM VISION 2030, IDP, AND SDBIP)

This section seeks to illustrate the flow of the different plans of the Municipality and how each is linked to the other. Figure 3.9 shows how the short-term plan (the SDBIP) feeds into the medium-term plan (the IDP) and ultimately how the medium term plan feeds into the long-term plan (CoM Vision 2030).

Figure 3.6.1: Flow and Alignment of CoM Vision 2030, IDP and SDBIP



3.6.2 IDP Alignment with district, provincial and national priorities

One of the key objectives of IDP is to ensure that there is alignment between the local, district, provincial and national priorities.

3.6.2.1 IDP alignment with other spheres of government

Table 3.6.2.1 next page shows how the municipal development priorities are aligned to the development priorities of the national, provincial and district spheres of government

Table 3.6.2.1: IDP Alignment with national, provincial and district priorities

NATIONAL PRIORITIES	OUTCOMES	NDP PRIORITIES	PROVINCIAL PRIORITIES	DISTRICT PRIORITIES	10 POINT PLAN	IDP PRIORITIES
Economic transformation and job creation	Decent employment through inclusive economic growth	Job creation	Economic growth & job creation	LED	LED	Economic development
	An efficient , competitive and responsive economic infrastructure network		Energy & mining			
Education, skills and health	Quality Basic Education	Education & training	Skills development	Institutional transformation & development	Capacity building	Good governance & public participation
	Skilled & capable workforce to support an inclusive growth path					
	A long and healthy life for all South Africans	Provide quality health care	Environment	-	-	Community development & good governance & public participation (transversal services)
Spatial integration, human settlements and local government	Vibrant, equitable, sustainable rural communities contributing towards food security for all.	Expand infrastructure	Strategic infrastructure	Basic water & infrastructure development	Improve municipal basic services	Water supply
Consolidating the social wage through reliable and quality basic services	Sustainable human settlements & improved quality of life	Transform urban & rural space	Agriculture	-	-	Roads infrastructure development & storm water
						Electrical supply & energy management

NATIONAL PRIORITIES	OUTCOMES	NDP PRIORITIES	PROVINCIAL PRIORITIES	DISTRICT PRIORITIES	10 POINT PLAN	IDP PRIORITIES
						Sanitation
						Community development
						Integrated human settlement
						Rural development
Social cohesion and safe communities	All people in SA are and feel safe	Fight corruption	-	-	Fraud & corruption	Good governance & public participation & community development
						Public Safety
A capable, ethical and developmental state	Responsive, accountable, effective and efficient Local Government System.	Transition to a low carbon economy	Social cohesion	-	Good governance	Good governance & public participation
A better Africa and World	An efficient, effective and developmental orientated public service and an empowered, fair and inclusive citizenship.	Build a capable state	Tourism, biodiversity & cultural heritage	Financial management	Democracy	Financial management & viability
	Create a better South Africa, a better Africa and a better World	Transformation & unity	-	-	Credible IDP	-
	Protect and enhance our environmental assets and natural resources	-	-	-	Stability, Integrity	-

NB : National priorities are described in the Manifesto, Provincial priorities are described in the Mpumalanga Vision 2030 strategic implementation framework

Source: IDP Unit, 2016

3.6.2.2 Mpumalanga Economic Growth and Development Path (MEGDP)

The primary objective of the Mpumalanga Economic Growth and Development Path (MEGDP) is to foster economic growth that creates jobs, reduce poverty and inequality in the Province. The growth path is anchored on a number of parameters including sector development, Inclusive & shared growth, spatial distribution, regional integration, sustainable human development and environmental sustainability. The MEGDP also aims to address these socio-economic variables (i.e. unemployment, poverty, inequality) that have a high correlation with employment growth. In this instance, a number of job drivers have been identified in order to create more decent employment opportunities and to secure a strong and sustainable growth in the next decade for the province.

The job drivers referred to above include: (a) Infrastructure for Employment and Development; (b) Job Creation in Economic Sectors: *Agriculture and Forestry, Mining and Energy, Manufacturing and Beneficiation, Tourism and Cultural Industries*; (c) Seizing the Potential for New Economies: *Green Industries, Information Communication Technology*; (d) Investing in Social Capital & the Public Service; and I Spatial Development: *Rural Development, Regional and International Cooperation*.

3.6.2.3 Medium Term Strategic Framework (MTSF)

The MTSF (MTSF 2014–2019) is essentially a statement of intent by government that identifies the development challenges facing South Africa and outlining the medium-term strategy for improvement in the conditions of life of South Africans and for enhanced contribution to the cause of building a better world. The MTSF gives effect to the electoral mandate. In supporting the implementation of the MTSF priorities, the municipality has formulated its development objectives and priorities in line with the MTSF objectives. Issues around job creation, health, education, crime and rural development are also covered as part of the priorities.

3.6.2.4 National Development Plan 2030

The National Development 2030 provides a national vision for the entire country which requires all government institutions to take into consideration during the planning and subsequent implementation of development programs. As a result, the municipality aligned the 2017-2022 IDP planning process with the strategic imperatives set out in the National Development Plan. Table 3.6.2.4 next page shows the alignment of IDP strategies and programmes with the policy directives.

Table 3.6.2.4: Alignment of IDP strategies and programmes with policy directives

National Development Plan strategic thrust	State of the Nation Address	State of the Province	Back to basics strategy, 2015	Municipal Strategic Objectives	Municipal Programs
<ul style="list-style-type: none"> Economic growth Expand infrastructure Rural development 	<ul style="list-style-type: none"> Establishment of an integrated investment promotion and facilitation capability Accelerate land redistribution, expand agricultural production and transform the agriculture industry. Repurposing SOEs strategic companies to support growth and development. Shifting government spending from consumption expenditure to investment in infrastructure 	<ul style="list-style-type: none"> Transforming the Economy to serve the People 	<ul style="list-style-type: none"> Delivery basic services 	<ul style="list-style-type: none"> To provide infrastructure and sustainable basic services 	<ul style="list-style-type: none"> Water Supply Sanitation Roads and Stormwater Electricity
<ul style="list-style-type: none"> Social cohesion 	<ul style="list-style-type: none"> Promote peace and security on the continent. Police visibility, effective training and better resourcing of police stations 	<ul style="list-style-type: none"> Innovation that Promotes Social Cohesion and Social Justice Innovation for Safer communities 	<ul style="list-style-type: none"> Delivery basic services 	<ul style="list-style-type: none"> To provide sustainable social amenities to the communities 	<ul style="list-style-type: none"> Community Halls Sports Facilities Parks and cemeteries
<ul style="list-style-type: none"> Integrated Human settlement Spatial arrangement 	Establishment of smart cities	<ul style="list-style-type: none"> Integrated human settlements 	<ul style="list-style-type: none"> Delivery basic services 	<ul style="list-style-type: none"> To strengthen the delivery of sustainable integrated human settlement and environmental management 	<ul style="list-style-type: none"> Human settlement Environment management

<ul style="list-style-type: none"> • Economic growth and job creation 	<ul style="list-style-type: none"> • Implementation of the Presidential Youth Employment Intervention. • Training in critical skills. 	<ul style="list-style-type: none"> • International Trade and Investment relations • Tourism 	<ul style="list-style-type: none"> • Delivery basic services 	<ul style="list-style-type: none"> • To initiate a strong and sustainable economic development 	<ul style="list-style-type: none"> • LED
<ul style="list-style-type: none"> • Building a capable state • Fithing corruption • Transformation and unity 	<ul style="list-style-type: none"> • Re-double provincial and national government support and strengthen the capacity of municipalities • Advance good governance and democracy. • Developing a national anti-corruption strategy and implementation plan. • Rationalisation of SOEs and ensure that they serve strategic economic or developmental purposes. 	<ul style="list-style-type: none"> • The NDP, Regional Development Model, CRDP and a Capable Developmental State • Local Government and Basic Services 	<ul style="list-style-type: none"> • Putting people first • Sound financial management • Good governance • Building capacity 	<ul style="list-style-type: none"> • To build a strong good governance and institutional capacity • To ensure legally sound financial viability and management 	<ul style="list-style-type: none"> • Corporate Services • Public Safety • Public Participation • Risk Management • Financial Management • Internal Audit • Intergovernmental Relations

3.6.3 IDP alignment with global and regional policy imperatives

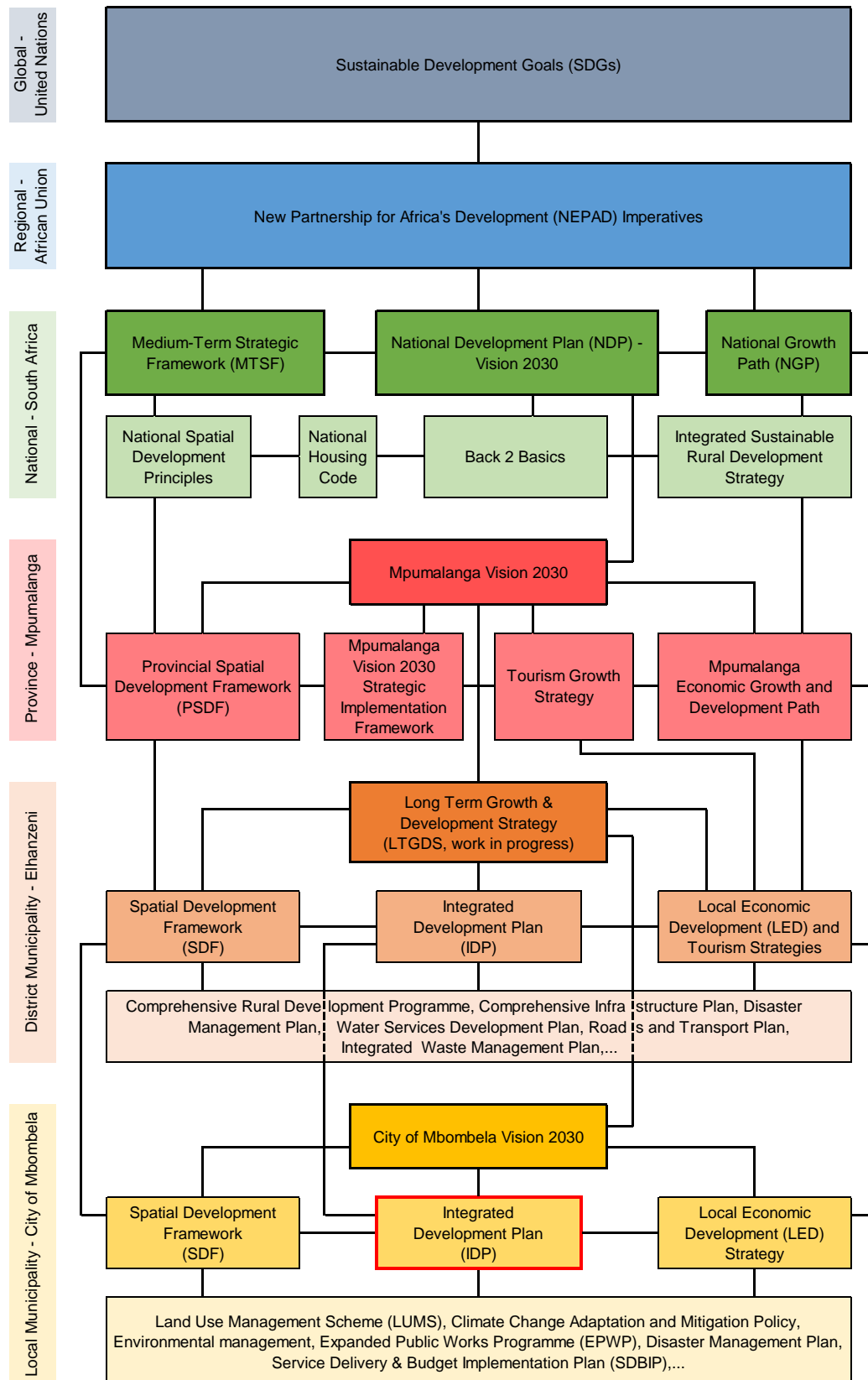
This municipal IDP also aligned itself with policy imperatives of the global and regional structures to which South Africa is member state. These structures are the United Nations (UN) and the African Union (AU) respectively. The UN, after the Millenium Development Goals whose target date was 2015, identified 17 goals to be refered to as Sustainable Development Goals (SDGs) which member states must focus on with target date of 2030. The African Union on the other hand has developed an economic program known as New Partnership for Africa's Development that identied a number of commitments the regional structure will embark on to bring about sustainable growth, peace, prosperity, participation in the global economy by the African continent. The City of Mbombela's IDP has there aligned itself with the policy impratives and the table below depicts this alignment.

Table 3.6.3: IDP alignment with United Nations Sustainable Development Goals and African Union's NEPAD Imperatives

UN SUSTAINABLE DEVELOPMENT GOAL	AU NEPAD IMPERATIVE	IDP DEVELOPMENT OBJECTIVE	IDP PRIORITY
Goal 6: Clean Water and Sanitation Goal 7: Affordable and Clean Energy Goal 11: Sustainable Cities and Communities		To provide infrastructure and sustainable basic services	P1: Water supply P3: Electricity supply and management P6: Sanitation / Sewerage P8: Rural Development P10: Waste and Environmental Management
Goal 11: Sustainable Cities and Communities Goal 16: Peace, Justice and Strong Institutions	Strengthening mechanisms for conflict prevention, management and resolution at the sub-regional and continental levels, and to ensure that these mechanisms are used to restore and maintain peace;	To provide sustainable social amenities to the communities	P7: Community development P12: Public Transport P13: Public Safety
Goal 11: Sustainable Cities and Communities		To strengthen the delivery of sustainable integrated human settlement and environmental management	P8: Rural development P4: Human settlements
Goal 9: Industry, Innovation and Infrastructure Goal 8: Decent Work and Economic Growth	Promoting the role of women in social and economic development by reinforcing their capacity in the domains of education and training; by developing revenue generating activities through facilitating access to credit; and by assuring their participation in the political and economic life of African countries; Promoting the development of infrastructure, agriculture and its diversification into agro-industries and manufacturing to serve both domestic and export markets	To initiate a strong and sustainable economic development	P9: Economic development P8: Rural Development P2: Road infrastructure development and storm water
Goal 17: Partnerships for the Goals	Promoting and protecting democracy and human rights in their respective countries and regions, by developing clear standards of accountability, transparency and participatory governance at the national and sub-national levels	To build a strong good governance and institutional development	P5: Good governance and public participation

3.6.4 Summary of IDP's alignment

Figure 3.6.4: IDP Alignment



Source: IDP Unit 2019

3.7 OTHER MUNICIPAL ANCHOR STRATEGIES/Framework

3.7.1 Local Economic Development (LED) Strategy

3.7.1.1 Background

Each municipality is expected in terms of the Municipal Systems Act (2000) to adopt an IDP that includes local economic development aims. Local Economic Development (LED) is part of the key performance areas applicable to local government in terms of the Performance Management Guide for Municipalities (2001). Local economic development forms part of the City of Mbombela's mandate to create and facilitate the development of the economy, 173nauthori the local economic development potential as well as encouraging private sector investment and job creation. Local economic development is an ongoing process, rather than a single project or a series of steps to follow. It involves identifying and using local resources, ideas and skills to stimulate economic growth and development. The aim of LED is to create employment opportunities for local residents, alleviate poverty and redistribute resources and opportunities to the benefit of all local residents.

Municipalities are also expected to develop LED strategies for their respective municipal area. The City of Mbombela is no exception and has adopted its LED Strategy not only to comply with the prescripts of legislation but also to drive the economic growth and development for the Mbombela municipal area.

3.7.1.2 Strategic framework

The vision for the City of Mbombela Local Municipality is to be a "City of Excellence, the ultimate destination". In order to attain this vision, the mission statement for the LED Strategy is as follows:

LED Vision:

"Together in partnership, stimulating economic development by providing efficient service delivery, meeting the needs of local communities and creating an enabling environment for business development, economic growth and employment creation".

LED Development objectives:

- **Development Objective 1:** An Efficient and Enabling Municipality with Exceptional Infrastructure
- **Development Objective 2:** An Inclusive Municipal Economy
- **Development Objective 3:** An Innovative and Technologically Advanced Municipality
- **Development Objective 4:** An Education and Skills Development Orientated Municipality
- **Development Objective 5:** An Environmentally Friendly and Tourism Centred Municipality

3.7.1.3 Economic and Potential Analysis

Growth in the local economy of the City of Mbombela municipal area has somewhat stagnated at 2% since 2009. Sectors that make the largest contribution to the local economy include the manufacturing sector, trade and accommodation (tourism) and the finance and business sector.

The sectors that can contribute to the future economic growth of the City of Mbombela include:

- **Agriculture:** The Mbombela municipal area is ideally located for an expanding agriculture sector. New developments such as the National Fresh Produce Market as well as the Agri-Parks Project provide opportunity for local farmers to have better access to markets. The manufacturing sector also largely depends on the agriculture sector for inputs.

- **Manufacturing:** Expanding existing industries and developing new niche industries will not only benefit the manufacturing sector but also promote local exports.
- **Trade:** This important sector requires the necessary pro-active measures to ensure that Mbombela can grow as the regional trade hub.
- **Tourism:** This sector's influence spans over a multitude of economic sectors and has a significant multiplier effect. The existing, numerous, tourism assets in Mbombela municipal area should be optimally promoted and developed.
- **Construction:** New developments such as the Mpumalanga University and the International Conference Centre (ICC) as well as infrastructure investment by government also provide opportunity for local construction companies to benefit.

Forward and backward linkages within the economy should be strengthened and a unique opportunity exists for 174nauthori the by-products of different economic sectors for beneficiation and value adding.

3.7.1.4 Partnerships and Relationships with Local Organisations

Local Economic Development Partnership

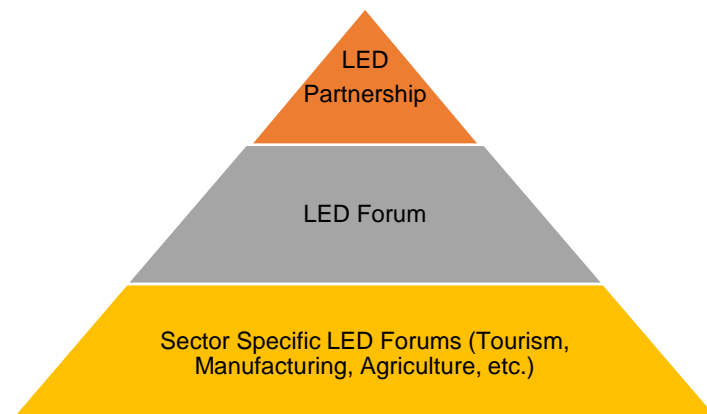
The purpose of this partnership is to create a working relationship between public and private sector within the City of Mbombela to promote local economic development. The founding members of this partnership include Kruger Lowveld Chamber of Business and Tourism (KLCBT), Mbombela Economic Development Partnership (MEDP), Barberton Tourism and Biodiversity Corridor (BATOBIC), South African Property Owners Association (SAPOA), City of Mbombela, National African Chamber of Commerce and Industry (NAFCOC), CID Forum, Business Network International (BNI), South African Women Entrepreneurs' Network (SAWEN).

LED Forum

The LED Forum is the backbone for implementation of LED projects as the stakeholders will analyse the current economic challenges in the municipality and how to address these challenges, in their 174nauthorize field. The forum plays an important role in ensuring community members and local stakeholders are informed of economic happenings in their local areas and how to benefit and contribute to projects.

The LED forum will be a function of the Partnership as indicated in the Diagram below :

Figure 3.7.1.4: LED Forum



These forums are important and critical tools required in bridging the communication gap and obtaining a common understanding between the local municipality and the community at large. Furthermore, these forums also provide the platform for the Local Municipality to form partnerships with the different stakeholders. In general, an LED Forum consists of the private, public and community sectors. The

municipality should also seek to involve a greater number of representatives from various government departments. This will increase access to resources as well as provide a different perspective on ensuring and enabling economic growth within the local municipality.

3.7.1.5 Project Prioritisation Criteria

The project 175authorized175e is done through the employment of 175authorized175e criteria. The identified 175authorized175e criteria will form the basis of the 175authorized175e model and ultimately assist in the identification of anchor LED projects for the City of Mbombela. The following four 175authorized175e criteria have been identified for the Municipality:

- ✓ Strategic importance and alignment
- ✓ Job creation potential
- ✓ Economic impact
- ✓ SMME development potential

3.7.1.6 LED Anchor Projects

Some anchor projects identified by the project 175authorized175e include:

- ✓ Reduction of service delivery backlogs
- ✓ SMME incubator
- ✓ Agriculture beneficiation and development projects
- ✓ New tourism developments in existing conservation areas
- ✓ Organic waste beneficiation
- ✓ Solar geysers in housing developments
- ✓ Rain water harvesting in rural communities and new business developments
- ✓ Hotel development in Barberton
- ✓ Urban-renewal and rural development projects

NB: *For more details on the above projects including their implementation, monitoring plan, indicators and outcomes, see attached City of Mbombela Draft LED Strategy.*

3.7.1.7 Implementation Guidelines for the LED Strategy

In order to allow the Municipality to plan and implement this LED Strategy in an effective, successful and sustainable manner, it is important that certain institutional arrangements are established. These arrangements include the establishment of a range of organisations, structures and networks (such as the Mbombela Local Economic Development Partnership) through which the LED Strategy can be coordinated, managed, implemented and monitored. Without the successful implementation of these institutional arrangements, the LED Strategy will not be able to meet the development objectives of the City of Mbombela.

A further important institutional arrangement that can be 175author is the formation of partnerships between the Municipality's LED unit and the Ehlanzeni LED unit as well as with other support organisations and Provincial Government departments.

3.7.1.8 Monitoring and Evaluation of the Implementation

To achieve desired goals and objectives a framework to monitor and evaluate the impact of project is needed. The monitoring and evaluation will assist the municipality with:

- Determining the extent to which the LED Strategy is able meet its goals and objectives,
- Decision making process,

- Taking corrective action should the monitoring and evaluation indicate that the intended outcomes are not achieved
- Creating a database of successful and unsuccessful initiatives
- Improving future planning, and
- Increasing accountability.

3.7.1.9 Recommendations

In order to achieve optimal sustainable local economic development, employment creation and human resource development, the CoM Draft LED Strategy recommends the following to be done:

- Start focusing on sectors with the highest development potential, followed by the sectors with less potential. Ensure balances stimulation of growth and development within all sectors
- Before deciding on the implementation of specific projects, ensure that the adequate funding sources and management capacity are in place
- Start implementing projects with the highest potential for stimulating economic growth and development
- Make sure that the projects that stimulate economic growth do not adversely affect the environment and human living conditions
- Set reasonable time frames for the implementation and ensure effective and continuous monitoring of project progress and effects
- Ensure that 30% of the procurement of goods and services by Mbombela Municipality be ring-fenced for local SMME's and Co-operatives and that the LED Unit becomes responsible for capacitating the SMME's and Co-operatives to ensure that they comply with the necessary procurement legislative prescripts

3.7.2 Expanded Public Works Programme (EPWP)

Expanded Public Works programme (EPWP) is a nationwide programme covering all spheres of government and state owned enterprises. It originates in the Growth and Development Summit 2003. It aims to draw significant numbers of unemployed, unskilled people into productive work so that they increase their capacity to earn an income. It further serves as an opportunity to address social welfare gap.

It was launched in April 2004 to promote economic growth and create sustainable development. The EPWP Phase 1 was to help alleviate unemployment by creating at least work opportunity, of which 40% of beneficiaries will be women, 30% youth and 2% people with disabilities. The EPWP Phase 2 aimed at creating 2million Full Time Equivalent (FTE) jobs for poor and unemployed people in South Africa so as to contribute to halving unemployment by 2014, through the delivery of public and community services. Drawing on the success and lessons of this programme over the past five years, R4 billion was added to this programme to incentivise the creation of long term more stable employment in the province, municipalities and non- governmental organisations. Unfortunately the EPWP Phase 2 was completed on 31 March 2014 thereafter EPWP Phase 3 approach was introduced with effect from 01 April 2014 until 31st March 2019.

City of Mbombela is a new municipality which was formed after the amalgamation of Umjindi and Mbombela municipalities. The Municipality came into existence after the 2016 municipal elections (3rd August 2016). The new Municipality came with new dynamics such as review of the organisational structure and realignment of certain functions to enhance service delivery. Since the Municipality is new it will be exploring systems which might have worked somewhere and make improvements in the process. It should be noted that the City of Mbombela is preparing itself to be a first Metro Municipality in Mpumalanga Province. The trial and error methods may prevail until the best method in running the EPWP programme in municipality is discovered.

The new organisational structure has a fully-fledged division within a Public Works & Transport Department responsible for the management of the EPWP as a programme. The proposed system to make the division effective will be discussed in detail in this document.

EPWP Phase 3 approach commenced on the 1st April 2014 and will be in the implementation phase until 31st March 2019. This approach has improved from EPWP phase 2. EPWP Phase 2 focused on the number of jobs created with little emphasis in terms of the impact on the outcome. EPWP Phase 3 emphasises on the results more than the number of jobs created (sustainability). It therefore requires that each project must provide its profile stating its intention and providing evidence in the form of pictures the situation before the project commences; during implementation (progress) and after the project is completed. This information forms part of the project profile which indicates the number of participants and the budget proposal.

The EPWP Division as the internal custodian of the programme would request participating departments to be issued with a Project profiles. In order to ensure compliance with EPWP National and local Policies, the Monitoring and Evaluation system would be introduced and regular reports be produced based on the targets. All projects should adhere to the profile for verification audit purposes. The simplified form designed by National Department Public Works will be attached in this document for discussion.

To ensure adherence to the national expectations, the regular meetings are held at different levels where the matters of EPWP as a programme are discussed and directives be issued. The continuous meetings and workshops attended by the EPWP division nationally and provincially to learn more about the EPWP Phase 3 brings new ways of addressing common experienced challenges. This therefore requires that the EPWP division should communicate the latest information progressively.

3.7.2.1 Main purpose of the EPWP

The Expanded Public Works Programme is one of government's array of programmes aimed at providing poverty and income relief through temporary work for the unemployed. The National Department of Public Works provide the lead into the implementation of Phase 3 of the programme towards achieving its target of creating 6 million work opportunities by 2019. R150 billion have been allocated to the implementation of the EPWP over the next 5 years (2014/15-2018/19) to create 6 million job opportunities nationally.

The National Department is responsible for the overall co-ordination of the EPWP across all spheres of Government in four different sectors, namely Infrastructure, Social, Environment and Culture and Non-State Sector. As the Department's flagship programme, this Programme has made significant progress. Since the commencement of Phase I on 01 April 2004, over 4 million work opportunities and 1.1 million Full Time Equivalents (FTEs) have been created. During the course of the 2013/14 financial year, the EPWP created 1 017 265 work opportunities where, the average annual income for each work opportunity was R 4,884 per person. Beneficiary surveys indicated that the majority of the participants in the EPWP were poor with sixty per cent (60%) of the respondents living below the poverty line prior to working in the EPWP. The survey also showed that 32% of these respondents had income levels of less than half of the figure quoted for the poverty line. For the poorest group, the EPWP doubled their annual household income.

EPWP reports are divided into Sectors namely. EPWP creates work opportunities in four sectors namely:

- **Infrastructure Sector:** Increase the Labour intensity of government funded projects through Municipal Infrastructure Grant (MIG);
- **Non-state Sector :** Creates work opportunities through Non-government organizational Programmes (NPO) and Community Works Programme (CWP);

- **Environment & Culture Sector:** Creates work opportunities in public environment and culture programmes;
- **Social Sector:** Create work opportunities in public social programmes such as security services.

The key approach for Phase 3 is to drive Public Employment Programme (PEPs) through community participation to ensure that poor people become actively involved in government programs within their communities. Government has committed itself to ensuring six (6) million public employment work opportunities by 2019. This target is in line with that set in the National Development Plan (National Vision 2030).

3.7.2.2 Policy Principles for EPWP Phase 3

The National Development Plan 2011 outlines two key objectives for EPWP in that context namely:

- Contribution to reducing unemployment by creating temporary employment by being responsive to the number of unemployed. The public employment programmes should target the creation of 2 million opportunities annually by 2020 or earlier, if possible. The main opportunities will lie in community based services and the roll out of social sector initiatives;
- Contribution to social protection for the unemployed by providing them with income support. In the New Growth Path, EPWP is seen as an important contributor in Jobs Driver 1 (Infrastructure Development) through increasing the labour intensity of government infrastructure investments and Jobs Driver 4 (Social Capital) through expansion of the Community Work Programme.

Council has recently approved the revised EPWP Policy for the Municipality incorporating the EPWP phase 3 principles in order to ensure that the participating departments comply with all policy prescripts and provide correct reports for the submission to the national Department of Public Works (DPWP). This Policy was revised and approved by council on the 31st March 2016. Since the document was finalised before amalgamation it will be reviewed and be resent to council for approval with new amendments.

3.7.2.3 The importance of participating in EPWP as a public body

The former Council had in terms of council resolution A (6) (a) dated 26 July 2012 approved Council to participate in EPWP including the Mbombela EPWP Strategy. Council approved the EPWP Policy on 13 December 2013. This policy has been developed to provide good practice guidelines to all sector departments within Council involved in EPWP in respect of working conditions and any other matters related thereto, to ensure that all EPWP projects are reported as required by the EPWP guidelines.

To ensure that the identified EPWP patron from each Council department provide the necessary information to the EPWP coordinator for compilation of EPWP incentive reports, a report was tabled before council for the need to have departmental EPWP Patrons who would serve as EPWP Ambassadors. The approval of the EPWP Policy in 2016 was as a result of the introduction of EPWP Phase 3 approach. This policy was therefore developed to ensure that the municipality adhere to all EPWP Phase 3 approaches as it deliver on the programme and ensuring that the EPWP projects make impact in the community and they are implemented correctly, taking into consideration the element of sustainability.

For the EPWP to be effective and achieve the vision set out in the NDP, it is stated that the EPWP must have a *clear and limited mandate*. *“To provide work opportunities and income support to poor and unemployed people through the labour-intensive delivery of public and community assets and services, thereby contributing to development.”* THEME *“EPWP changing lives for the better”*.

The EPWP Phase 3 approach requires that all participants must be trained to identify the potential skills and be graduated to another level where they will find themselves having a sustainable employment and participate in the economy of the country. This programme requires strategies to deal with specific approaches such as the strategy to ensure that those skills unleashed are properly 179nauthor for the improvement in service delivery. Subsequently the municipality put systems in place to enable those skills to be 179nauthor in the procurement of goods and services. This is why the EPWP Phase 3 focuses specifically on the following fundamental issues:

- ❑ For all the EPWP sectors, project based training aimed at capacitating EPWP participants remains an important part of EPWP.
- ❑ At the same time, it is recognized that the role and importance of training varies considerably from sector to sector, and sub-programme to sub-programme, and each sector will have to develop its own distinct training policy and strategy;
- ❑ Strong collaboration with the National Skills Fund and Sector Education and Training Authorities (SETA's) will be continued to source funding for training of participants. EPWP Sectors will also be encouraged to dedicate a portion of their implementation budgets for training of beneficiaries.
- ❑ Where possible the graduation of EPWP beneficiaries into formal employment will be promoted through various initiatives including cooperatives and small enterprise development.

Mbombela has already committed itself to participate in EPWP by signing the declaration (March 2014). All the IDP capital projects will be registered under EPWP and will be reported accordingly to the department of Public Works .The reporting model is available in the system and is user friendly.

The unit coordinating the EPWP projects will in collaboration with IDP office ensure that all IDP projects indicate the estimated number of jobs to be created to ensure that EPWP projects are properly coordinated and the reporting of jobs created improved. The prescripts of the EPWP policy will be implemented for compliance with all National EPWP policy guidelines. The policy is clear on the number of jobs to be created; this approach will serve as a tool for council to monitor itself against the national targets.

All EPWP officials will offer the accredited Training programme to enable them to acquire skills which will help them when they look for permanent jobs elsewhere. Every Friday the Political Principals (Councillors) will visit the projects in all Planning areas. This day will be declared as EPWP Friday. The deployment of EPWP beneficiaries in all corners of Mbombela will make the Mbombela City with its small towns clean and healthy.

The EPWP Phase 2 term expired on the 31st of March 2014 and replaced by EPWP Phase 3 which commenced from 1st April 2014 until 31st March 2019 (five year National Programme). During the road show on awareness and education for the EPWP Phase 3 it was learnt that municipalities will have to adhere to the DORA (Division of Revenue Act) in terms of grant allocation and account on the actual grant expenditure. The EPWP Division in collaboration with the Department of Finance will ensure that the reporting of EPWP jobs and expenditure thereof is done according to Public Finance Management Act 1999 read in conjunction with Municipal Finance Management Act 2003. The implementation of the Municipal EPWP Policy will be intensified to ensure that all jobs created are reported appropriately, including the personal details of the beneficiaries. Quarterly meetings were held with all Departmental EPWP Patrons to improve on the reporting of jobs to the National Department of Public Works.

3.7.2.4 EPWP Phase 3 Principles

EPWP Phase 2 focused on the number of jobs created whereas EPWP Phase 3 put emphasis on the output in terms of the main objective of the project. It therefore requires that the project profile must clearly explain all deliverables with targets. Such targets must be supported by the tangible evidence in the form of pictures from the onset, during the construction and when the project is completed (three sets of pictures).

Furthermore EPWP Phase 3 approach requires that the public bodies identify projects and ensure that the project managers take pictures before, during the development and after the project is completed to form part of the project profile. The project must contribute in enhancing service delivery. This phase compels all project managers to ensure that they keep project profiles with the following compulsory information:

- Detailed Project profiles
- Simplified Form (Business Plan)
- The personnel contracts
- The certified ID copies for all workers with personal details for individuals
- Attendance registers
- Pay roll for all employees.
- Monthly progress reports with pictures for monitoring and evaluation.
- Expenditure report for the entire project.

The office of the EPWP Division is available at all times to ensure high level of compliance with national norms and standards. This intervention could be through training and workshopping the departments on the compliance matters. The above mentioned information is a legislative requirement since it is used by the responsible section to process performance reports for the municipality, monthly and quarterly as well annually. The fundamental role of the EPWP Section is to coordinate the implementation of the EPWP as a programme in ensuring that all service delivery projects are reported as EPWP projects and they comply with EPWP Phase 3 principles and provide technical support where necessary. The section is also responsible to monitor the compliance as far as the EPWP policy implementation is concerned. Furthermore the EPWP Division is internally responsible to consolidate the report which is submitted to national department of Public Works monthly/quarterly electronically. This type of reporting has an influence on the allocation of the incentive grant based on the number of jobs reported accurately.

The municipal departments have EPWP personnel, and it is assumed that they are effectively utilised. These departments provide reports in the form of time sheets every month so that the office of the Chief Financial Officer is able to pay the stipend. Parallel to that, the appointed service providers (outsourced services) are expected to ensure that all required documentation as mentioned above are processed and filed in a safe place for easy access by the EPWP Division for monitoring and evaluation purposes and during performance audit services. In future council will explore the utilisation of the cooperatives in creating job opportunities for those coming from the poor communities as the graduation from ordinary participants. The EPWP will as well work hand in hand with Local Economic Development to ensure that the previously appointed EPWP participants are upgraded through cooperatives and those cooperatives are registered and recognised by the City of Mbombela.

In 2014 Council took a resolution that all infrastructure projects are EPWP projects therefore they must be reported as such. The reporting of all projects by the municipality is an advantage in the sense that the municipality obtains the incentive grant on the basis of the number of jobs created and these projects must produce a meaningful full time equivalent (FTE) which is determined by the length of the project term. As the municipality report more jobs nationally, the incentive grant increases and create an opportunity for council to appoint more people in the process thus reducing poverty. These projects need to be six to twelve months or above. The main objective of EPWP Phase 3 is “**To provide work**

opportunities and income support to poor and unemployed people through the labour-intensive delivery of public and community assets and services, thereby contributing to development.” This focused mandate of the EPWP Phase 3, emphasises the three main outputs, namely **employment creation**, **income support**, and the **development of community assets and the provision of services**.

The municipality will in terms of this policy be required to prepare and submit all reports as expected by the National Department of Public Works as the programme custodian ensures the adherence to the time frames while reports are accurate. EPWP phase 3 approach is implemented on the basis of the following principles:

- a) The increased focus on community-driven programmes such as the CWP, which through the transfer of wages will provide an economic stimulus
- b) The introduction of a set four of (4) core principles to improve compliance to, provision of public goods and services as well as adherence to a minimum level of labour intensity.
- c) Fostering synergy and convergence amongst sectors and intra/inter-sectoral collaboration.
- d) Systematic approach in the measuring impact to be included in the design of the sector programmes, with an explicit intention to strengthen their development impacts and multipliers.
- e) Strengthening the ability of public bodies to identify and provide quality assets and services that have transformative impacts on community development.
- f) Training interventions to be specific to the operational needs of the different sectors. Collaborations with FET Institutions and SETAs to be enhanced to work towards accredited training.
- g) Enterprise development interventions to be limited to sub-programmes that use small and medium enterprises in the delivery of services and assets.

During 2015/16 financial year, the former Council (Mbombela) appointed 532 (including former Umjindi) participants to participate in the EPWP Phase 3 approach. These participants are involved in different projects. They are assisting the departments in the improvement of service delivery especially in areas where there are personnel shortages.

3.7.3 Spatial Development Framework (SDF)

Chapter 4 of the Spatial Planning and Land Use Management Act (Act 16 of 2013) require each sphere of government to prepare a spatial development framework that will, amongst others, guide planning and development decisions across all sectors of government. Section 26 of the Municipal Systems Act (Act 32 of 2000), as amended, also dictates that a municipality integrated development plan must reflect a spatial development framework which must include the provision of basic guidelines for land use management system.

A Municipal Spatial Development Framework (MSDF) is a long-term forward planning document which spatially indicates the long-term growth and development path of a municipality. It co-ordinates the spatial implications of all strategic sector plans of a municipality. A MSDF is also one of the core components of a municipal IDP and gives physical effect to the vision, goals and objectives of the municipal Integrated Development Plan (IDP). The City of Mbombela is currently reviewing its MSDF by following all the processes that are prescribed in terms of law. Once completed, the MSDF will be approved in terms of the Municipal Systems Act, 2000 (Act 32 of 2000) and will serve as a guide to decision making in development and land use planning. This section therefore outlines the spatial vision, analysis, strategic framework and desired spatial pattern of the City of Mbombela as per its draft MSDF.

3.7.3.1 Spatial Vision

The spatial transformation of the City of Mbombela requires a focused shift from the legacy of apartheid and spatial patterns of the past to unlock the potential of the City. The draft MSDF translates the current municipal IDP vision, namely, **“City of Excellence, the ultimate destination”** and the current CoM Vision 2030 goal which is **“To be the best City in South Africa by 2030 for living, working, playing and investing”**, to have a spatial focus.

The envisaged MSDF spatial vision for the City of Mbombela therefore is to have **“a functionally efficient, compact, connected, resilient, environmentally sustainable and generative municipality that strengthens its status as a gateway to Mpumalanga and South Africa by 2032”**. The following section presents the strategies that the Municipality will employ in achieving its spatial vision.

3.7.3.2 Spatial Strategies

Four key spatial strategies have been identified to assist the Municipality in achieving its spatial vision. These strategies are listed below:

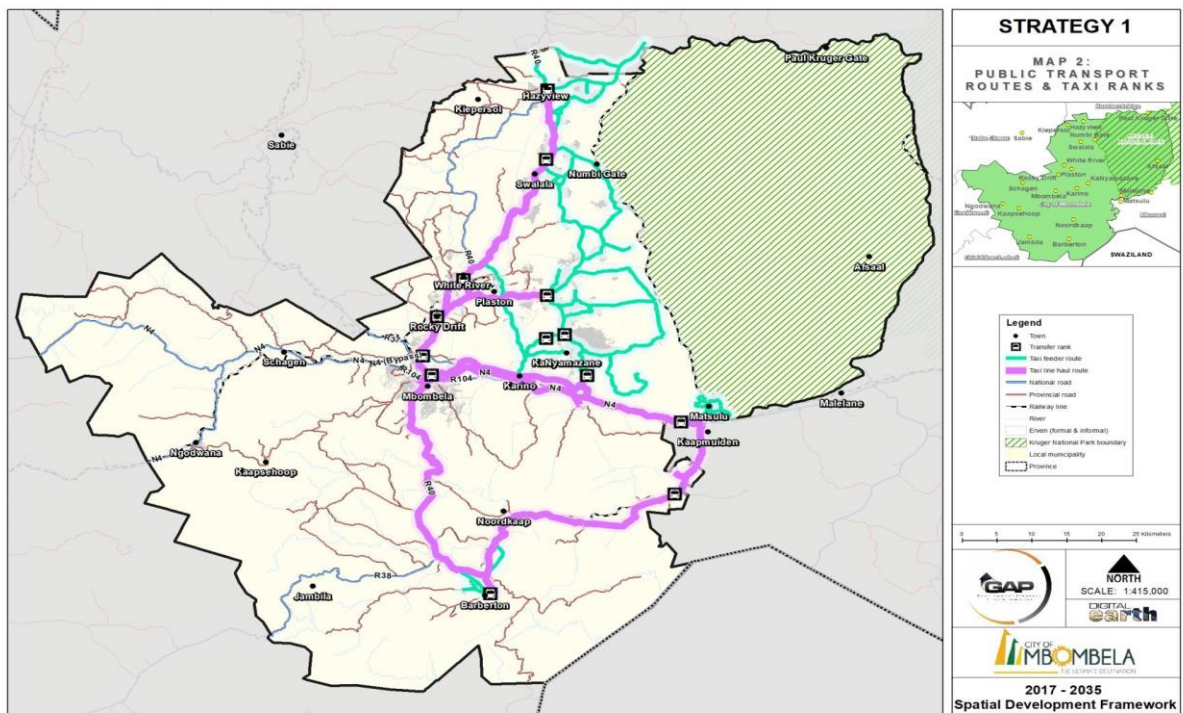
- ❑ **Building a compact, connected, inclusive and vibrant City;**
- ❑ **Creating an economic generative City that plans for employment and improved access to economic opportunities;**
- ❑ **Direct urban growth and create balance between urban development and the natural environment; and**
- ❑ **Protect agricultural land and strengthen tourism development.**

Each of these strategies is explained in detail below.

3.7.3.2.1 **Strategy 1:** *Building a compact, connected, inclusive and vibrant City*

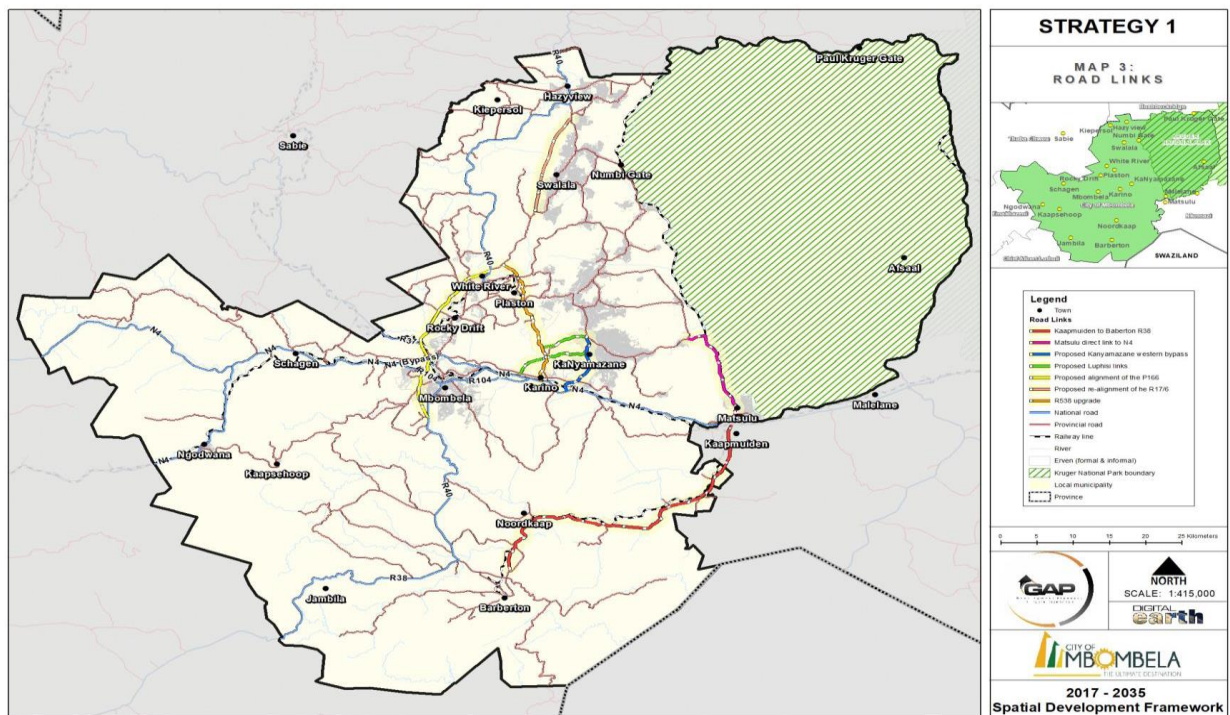
This strategy aims to intensify urban land use through a combination of higher residential densities and centralization, mixed land uses, and development limits outside of a designated area. The strategy also aims to improve mobility, linkage, and connectivity between the Eastern and Western Development Corridors. Two initiatives are recommended in order to achieve the strategy in space. Firstly, designated areas of compact integrated development and densification: existing built-footprint of the municipality; around key public transport facilities (Existing and future); around current and future mixed use and economic nodes; around existing social service facilities including schools, healthcare and public open space. Secondly, an established efficient integral movement system (line haul system, strategic road links, and bus rapid transit system). This is depicted in the figures below.

Figure 3.7.3.2.1-2: Public Transport Routes and Transfer Ranks



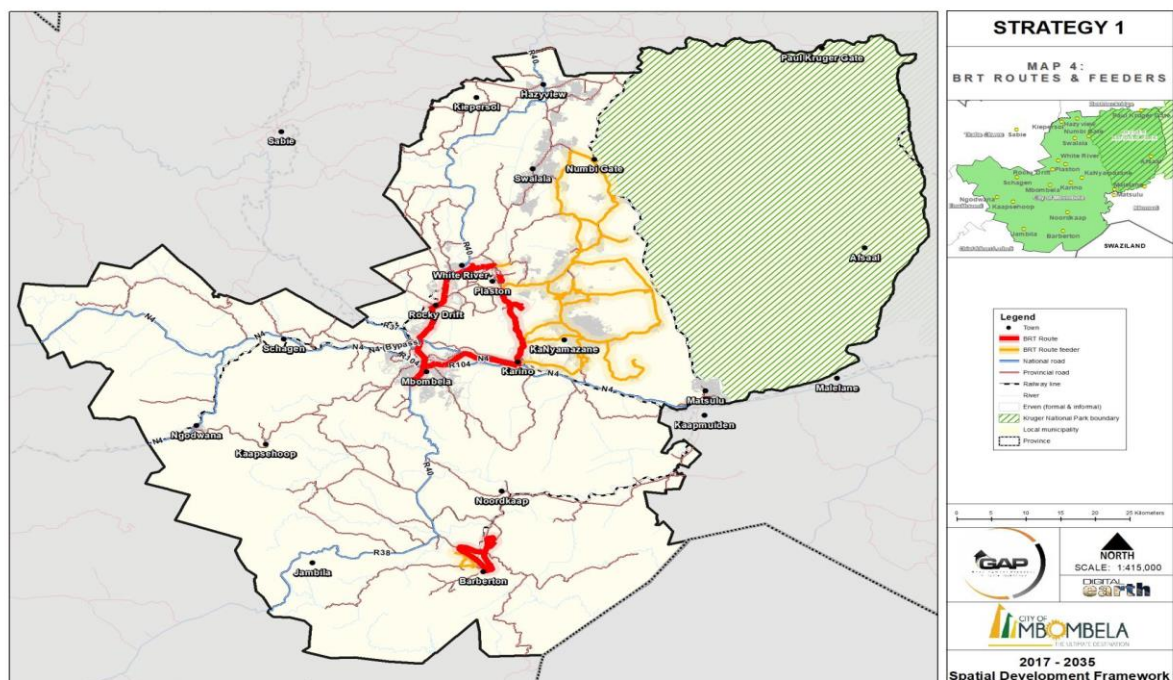
City of Mbombela – Draft IDP Review 2020-2021

Figure 3.7.3.2.1-3: Road Links Proposals



Source: **City of Mbombela SDF 2018**

Figure 3.7.3.2.1-4: Bus-Repeat-Transit

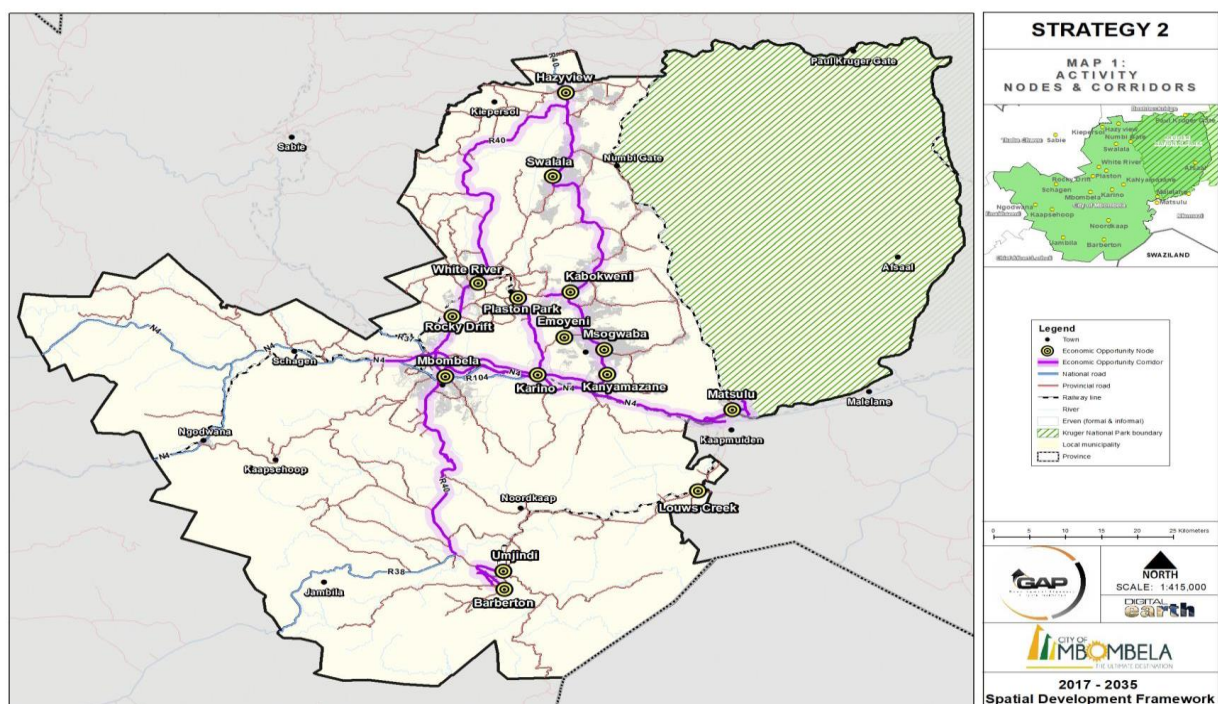


Source: **City of Mbombela SDF 2018**

3.7.3.2.2 **Strategy 2:** *Creating an economic generative City that plans for employment and improved access to economic opportunities*

This strategy is advocating that economic activity (formal or informal) be encouraged to locate within economic opportunity zones across the municipality, related to the accessibility grid. In achieving this strategy in space, two forms of economic opportunity zones are envisaged in the accessibility grid. This includes activity nodes and development corridors. The activity nodes identified are Nelspruit CBD and Industrial; Barberton CBD and Industrial; Whiteriver CBD and Industrial; Hazyview CBD and Industrial; Karino (proposed); Swalala (proposed); Rockydrift; Louw's Creek (proposed); Kanyamazane CBD; Msogwaba CBD; and Kabokweni CBD. The development corridors identified are Tekwane-Msogwaba Activity Corridor; R40 Transportation and Development Corridor; Karino-KMIA-Plaston Activity Corridor; Southern Region Development Corridor; and Far East Development Corridor. These economic opportunity nodes and development corridors are depicted in the figure below.

Figure 3.7.3.2.2: Activity Nodes and Corridors

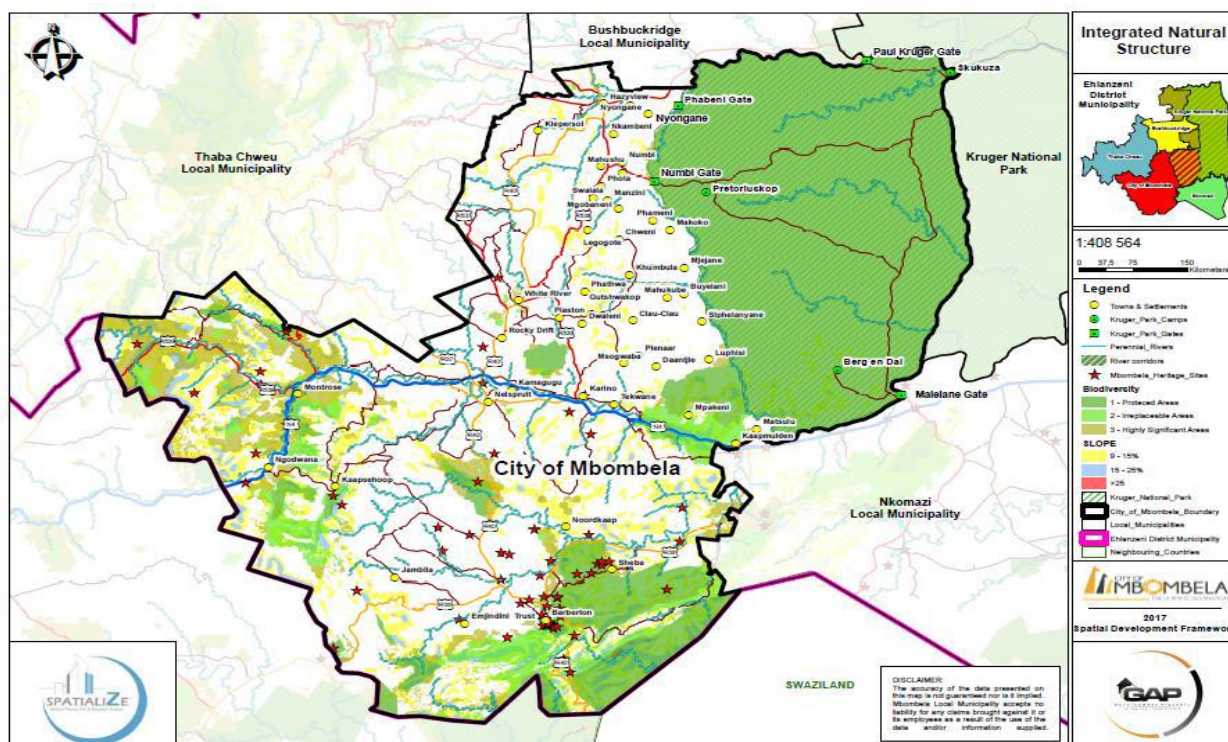


Source: **City of Mbombela SDF 2018**

3.7.3.2.3 **Strategy 3:** *Direct urban growth and create balance between urban development and the natural environment*

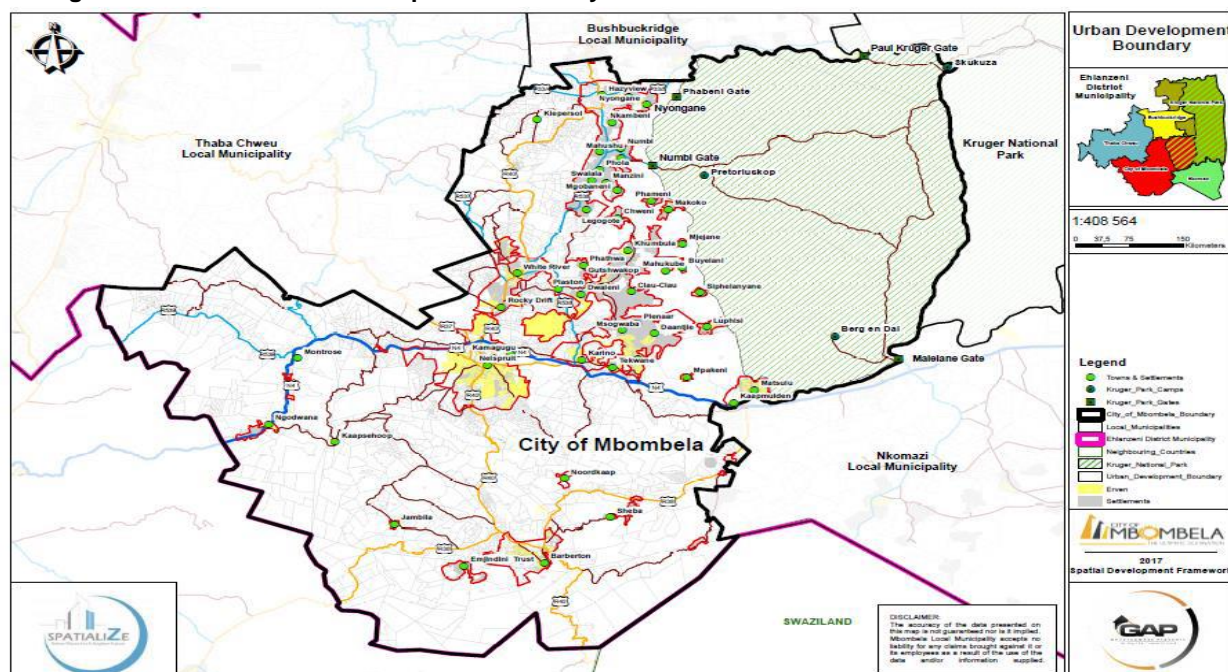
This strategy aims actively to pursue a compact form of development, where growth is directed towards areas suitable for development, and away from important resource areas, the natural environment and hazards. It also advocates for efficient spatial development and making the most out of existing infrastructure and capacities. The directing of urban growth and creation of balance between urban development and the natural environment must therefore be based on two elements. The first element is the establishment of integrated natural structures such as biodiversity areas (i.e. Protected Areas, Irreplaceable Areas; Ecological and Aquatic Corridors; and River Corridors); ridges and mountainous areas; and natural heritage sites. The second element is the reinforcement of the urban development boundary. These two elements are indicated in the figures below.

Figure 3.7.3.2.3-1: Integrated Natural Structure



Source: City of Mbombela SDF 2018

Figure 3.7.3.2.3-2: Urban Development Boundary



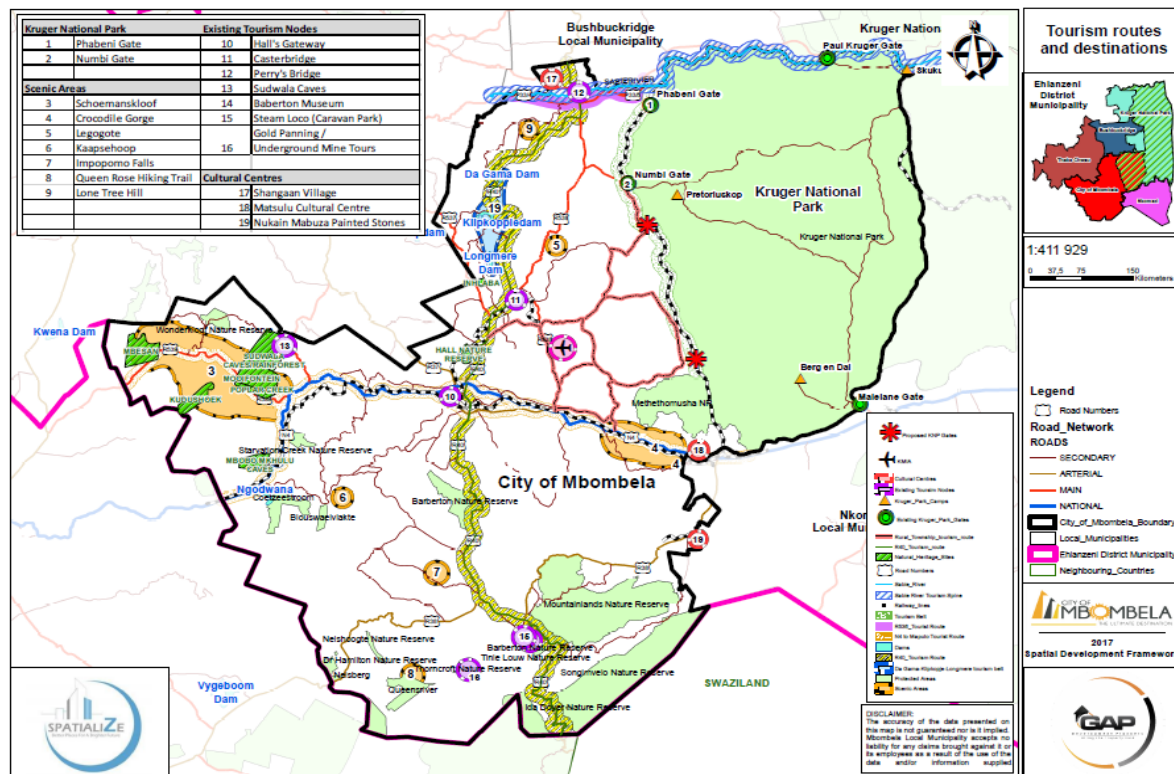
Source: City of Mbombela SDF 2018

3.7.3.2.4 Strategy 4: Protect agricultural land and strengthen tourism development

The aim of this strategy is to link tourist destinations and tourist links in Mbombela to the broader Mpumalanga Tourism Growth Strategy. It also aims to protect prime and unique agricultural land, for

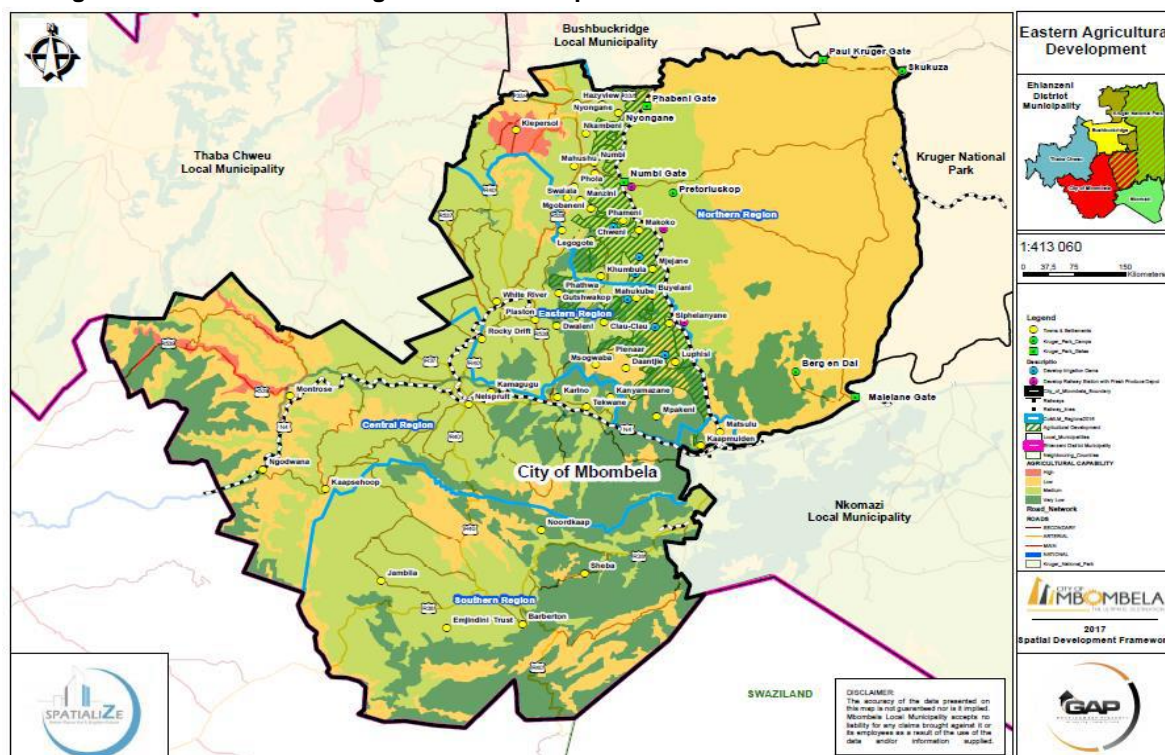
instance, the absence of restrictions on cultivation (e.g. slopes and distance from watercourses); resent irrigation (land under permanent or seasonal irrigation is deemed to qualify as prime agricultural land); moisture availability; and the scarcity factor, soil type, soil depth, and soil texture. The following figures illustrate the tourism routes and destinations as well as the Eastern Agricultural Development respectively.

Figure 3.7.3.2.4-1: Tourism Routes and Destinations



Source: City of Mbombela SDF 2018

Figure 3.7.3.2.4-2: Eastern Agricultural Development



Source: City of Mbombela SDF 2018

3.7.3.3 Spatial Concept and Desired Spatial Pattern

The municipal spatial concept / framework is based on the four identified spatial strategies. The spatial concept and strategic framework outlines the key spatial elements used to protect both the built and natural environment and guide the direction of growth. These key spatial concept elements are as follows:

- ☐ **Protection of the natural environment**
- ☐ **Functional Hierarchy of Nodes (Urban Nodes, 1st Order Activity Nodes, 2nd Order Activity Nodes, Speciality Nodes, Service Delivery Centres, Farmer Production Support Units)**
- ☐ **Corridors and Movement Networks (Primary Corridors and Secondary Corridors)**
- ☐ **Potential for Tourism Development**
- ☐ **Development Zones (Transformation Zone, Consolidation Zone, Urban Development Zones)**

The following section briefly explains these key spatial concept elements.

3.7.3.3.1 Functional Hierarchy of Nodes

Various nodes have been identified and categorized into different hierarchies by the 2016 Ehlanzeni Rural Development Plan. The identified nodal areas within the Ehlanzeni Rural Development Plan were therefore used as a basis to identify nodes for the Mbombela SDF. The Rural Development Plan was used because it is one of the most recent plans concerning the municipality. The Mbombela draft SDF thus establishes the hierarchy of nodes as follows.

Table 3.7.3.3.1: Hierarchy of nodes

NODAL ORDER	NODAL AREA
Urban Node	<ul style="list-style-type: none"> ▪ Mbombela (Nelspruit) ▪ Barberton ▪ Whiteriver ▪ Hazyview
1st Order Activity Nodes	<ul style="list-style-type: none"> ▪ Kanyamazane ▪ Kabokweni ▪ Karino (proposed)
2nd Order Activity Nodes	<ul style="list-style-type: none"> ▪ Matsulu ▪ Swalala (proposed) ▪ Msogwaba (proposed) ▪ Umjindi (proposed)
Speciality Zones	<ul style="list-style-type: none"> ▪ Rockydrift ▪ Plaston (proposed) ▪ Kruger Mpumalanga International Airport (proposed) ▪ Low's Creek (proposed)
Service Delivery Nodes / Rural Nodes	<ul style="list-style-type: none"> ▪ Sheba Siding ▪ Alkmaar ▪ Elandshoek ▪ Ngodwana ▪ Kaapsehoop ▪ Selapi ▪ Louieville ▪ Sinqobile
Farmer Production Support Units	<ul style="list-style-type: none"> ▪ Louieville ▪ Sheba ▪ Kabokweni

3.7.3.3.2 Corridors and Movement Networks

The corridors and movement networks are classified into primary and secondary corridors. The primary corridors are the N4 Development and Transportation Corridor and the R40 Transportation and Development Corridor. The N4 runs on an east-west axis through the Nelspruit CBD forming the backbone of the Maputo Development Corridor, providing direct access to the economic nodes of Ngodwana Sappi and Nelspruit. The R40 provides accessibility to and from Barberton in the Southern Region to Hazyview in the Eastern Region, with these affected nodes: Nelspruit CBD, Mataffin Sport and Recreation, Barberton Industrial, Umjindi Commercial (proposed), Riverside Industrial Area, Riverside Park, Rockydrift, Whiteriver CBD and Industrial Node, Fountains/Casterbridge Business and Commercial Node at the intersection of the P17/6 (R538 – Numbi Road) and the R40.

The secondary corridors are constituted by the Far Eastern Region Activity Corridor; Mbombela – Kanyamazane Corridor; and Karino-KMIA-Plaston Activity Corridor. The Far Eastern Region Activity Corridor consists of a broad strip of urban and semi-urban settlements, stretching from Hazyview in the north to Kanyamazane in the south. Development within this corridor is mainly supported by a major collector road (R538), which links with the N4 at Karino, west of Tekwane. The corridor includes areas like Kanyamazane CBD, Msogwaba CBD (proposed), Kabokweni CBD, Swalala CBD (proposed), Hazyview CBD.

The Mbombela – Kanyamazane Corridor is provided along the provincial road D2296 (Kanyamazane Road) forming the central spine of the Corridor. The road is the critical link conveying residents from the major eastern residential areas (Nsikazi) towards their places of employment mostly located in Mbombela (Nelspruit). Considering known development as well as the TEAS applications, the primary developments of note which form part of this corridor are Karino Lifestyle (South); Karino Meridian Private School; Future Karino Lifestyle (North); Karino Erf. 5 & 6; Karini Ext. 1; Emkhatsini; MLM Tekwane Ext. 2 Housing; and Karino Industrial Estate.

Finally, the proposed Karino-KMIA-Plaston Activity Corridor along the R538 road provides three specialized activity centres. These specialized activity centres include KMIA and Industrial Area (proposed); Plaston Industrial Development Zone (proposed); and the Karino Industrial and Commercial Centre, which provides the opportunity for a variety of commercial and residential uses at the intersection of the R538 with the N4 at Karino.

3.7.3.3.3 Development Zones

The City of Mbombela draft SDF sets the guiding vision and then builds a concrete strategy for its realization as a spatial transformation tool. On the basis for spatial transformation and growth management, three primary development zones (Spatial Transformation Areas) have been identified. These include the Transformation Zone; Consolidation Zone; and Urban Development Zone.

The Transformation Zone includes areas where spatial transformation is most achievable and where investment is authorized for future urban intensification and growth. The areas within the transformation zone have the capacity to trigger positive effects on a city wide space. The transformation zone also indicates areas where the development of detailed spatial plans will be authorized and land use application processes shortened. The areas that fall under the transformation zone are Nelspruit CBD and The Northern Areas Precinct Plan Area; White River Precinct Plan Area; Hazyview Precinct Plan Area; Matsafeni Stadium Precinct; Barberton CBD and Old Industrial; as well as KMIA and Kabokweni Areas.

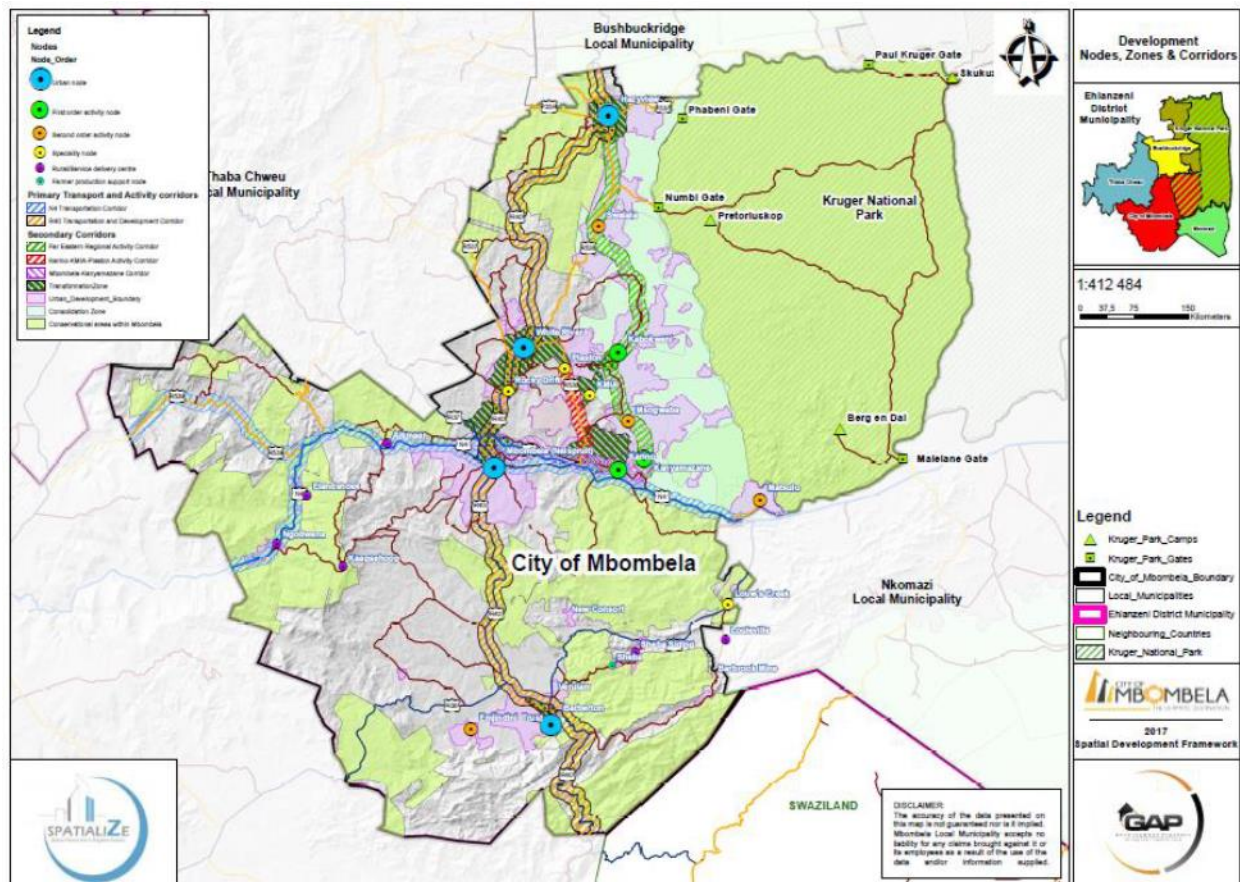
The Consolidation Zone is viewed as a focus of urban consolidation, infrastructure provision and maintenance, controlled growth, urban management, addressing backlogs (in housing, social and hard infrastructure) and structural positioning for medium to longer term growth. The purpose is to ensure existing and future development proposals are aligned as far as possible with the broader intent of the municipal SDF, specifically in terms of consolidating and diversifying development around existing

activity nodes and public transport infrastructure. The focus in this zone will be to address housing, social and hard infrastructure backlogs; improve sustainability and quality of life in deprivation areas; and ensure established suburban built-up area with the focus of creating liveable lower to medium density suburban area that are well connected to areas of higher intensity through transit infrastructure.

The Urban Development Zone includes all the areas situated within the urban edge, including existing built-up areas, areas earmarked for future urban development (next 20 to 30 years). This zone also contains the economic opportunity areas (nodes and corridors) identified Strategy 2.

The above three elements of the key spatial concept and strategic framework are easily summarized in the figure below.

Figure 3.7.3.3.3: Development Nodes, Zones and Corridors



Source: **City of Mbombela SDF 2018**

3.7.3.3.4 Tourism Development

Mbombela consists of ample protected areas including the part of Kruger National Park, Nature Reserves and Forestry areas. The municipal area has abundant tourist potential, and mainly reserves as a gateway to the Kruger National Park, Barberton Makhonjwa Mountains World Heritage Site, and Maputo being one of the tourists' destination areas. Mbombela currently hosts within its municipal boundary major tourist attractions areas such as the Kruger National Park; Makhonjwa Mountains World Heritage Site; Songimvelo Nature Reserve; Barberton Nature Reserve; Mthethomusha Nature Reserve; and Sudwala Caves.

3.7.4 Environmental management

The integrity of ecosystems is compromised by biodiversity loss, change of land-use, ozone depletion, acidification of streams, depletion of freshwater aquifers, urbanization and climate change. The Environmental Management section is thus faced with a challenge to protect and preserve the ecosystem functions and improve the ecological infrastructure amid societal and economic pressures. In an attempt to ensure city-wide environmental sustainability, the Environmental Management division carries out the following functions:

3.7.4.1 Environmental Compliance Monitoring

Environmental Compliance Monitoring primarily relates to monitoring compliance to all environmental statutes. The function does however go beyond policing adherence to procedural requirements to addressing essential considerations such sustainable use of resources and environmental justice. The development of environmental by-laws to mitigate/prevent environmental risks is also a key component under this programme.

3.7.4.2 Environmental Impact Management

EIA (Environmental Impact Assessment) is a legislated tool used to assess the positive and negative environmental impacts of a proposed project and its alternative options; and to propose measures to mitigate its potential negative impacts and enhance the positive impacts.

EIA aims to assist the authorities in deciding whether the proposal is economically, socially and environmentally sustainable. The EMS (Environmental Management System) is the structure and framework used to manage environmental impacts on a continuous basis. In essence, an EIA enables the formulation of the EMS through which the impacts during implementation are to be managed. It is very much important to use these tools to ensure maximum protection of the environment pre and post project implementation phase.

3.7.4.3 Biodiversity Management

There are two key mandates of the Biodiversity Management unit. It is meant to improve the city's ecological infrastructure and enhance ecosystem services. Key to the manner in which it improves the city's ecological infrastructure and enhance ecosystem services is the creation of 'green' jobs. Most of the green jobs to be created by the Environmental Management section will be 192^{author} under this program. The Biodiversity Management unit has to implement both ecosystem- based and biome based adaptation projects in line with the City's Climate Change Strategy.

3.7.4.4 Air Quality Management

Section 24 of the Constitution of the Republic of South Africa (1996) granted everyone 'a right to an environment that is not harmful to their health and well-being'. However, industrialization, urban growth, population growth, and change in consumption patterns lead to activities that infringe on this constitutional right of the citizens of South Africa. Consequently, the atmosphere is under enormous threat due anthropogenic activities that lead to the release of greenhouse gases into the atmosphere. There are several health risks associated with poor air quality. They include illnesses such as chronic bronchitis, eye, nose and throat irritations, asthma attacks, heart attacks (in extreme cases), lung infection/inflammation and increased susceptibility to respiratory and cardiovascular illnesses. Acidification of streams and nutrient depletion in soils and water bodies are some of the environmental impacts of air pollution.

Section 15 of the Air quality Act (2004) imposes a great responsibility on local municipalities to ensure effective monitoring, enforcement and licensing of air pollution activities. Some of the pollutants that

require local level management include 193nautho dioxide, nitrogen oxide (NO), nitrogen dioxide (NO₂), carbon monoxide (CO), benzene (C₆H₆), VOCs, POPS and particulate matter. Some of these pollutants undergo chemical transformation in the atmosphere and form secondary pollutants such as sulphuric acid (H₂SO₂) and ozone (O₃). The City of Mbombela is set to develop an Air Quality Management Plan in the 2018/2019 financial year. The rationale for developing the plan is:

- To comply with section 15(2) of the Air Quality Act (Act 39 of 2004).
- To minimize the adverse impacts of air pollution on humans and the natural environment.
- To promote a clean and healthy living environment for all Mbombela residents.
- To reduce the emissions of greenhouse gases with a view to support the city's climate change adaptation/mitigation initiatives.
- To achieve acceptable air quality levels throughout the city.

When the entire air quality management system is set-up, the City of Mbombela will be able to monitor adherence to the set national air quality standards.

3.7.4.5 Environmental Education and Awareness

The City approaches environmental education and awareness from both a sustainability and a marketing point of view. Education and awareness activities are meant to leave a lasting legacy. For all environmental campaigns, the team undertake extensive research and build community structures that are meant to ensure post-event sustenance. This approach ensures longevity and inclusivity of environmental projects at grass-root level. In addition, there is an Environmental Management Forum that has been in existence in the City for many years. The forum provides a platform for cooperative environmental governance. It enables government, business, academia and civil society to discuss environmental issues and challenges as well as share solutions and best practices that lead to effective environmental management in the City of Mbombela. Other initiatives employed by the city to raise awareness includes mobile advertising, indoor digital marketing, the use of an environmental mascot and the green schools program.

3.7.4.6 Climate Change Adaptation and Mitigation Policy

The City of Mbombela has developed a Climate Change Response Policy and Climate Change Response Strategy. Both documents were approved by Council on the 18 July 2018 and 28 September respectively and; they are meant to guide the city in dealing with the pressures and threats of climate change.

The policy developed for COM succinctly articulate this suite of functions and responsibilities as they relate to climate change. The strategy will assist the municipality in aligning its activities to meet these international commitments, and national and provincial climate change related policies and legal requirements.

3.7.5 Climate change adaptation and mitigation

3.7.5.1 Background and rationale

The City of Mbombela (COM) has developed a Climate change response policy to respond to the pressures and threats of climate change. The policy was submitted to Council and approved on 18 July 2016. This was subsequently followed by the development of Climate change response strategy and implementation plan that will 193nauthorized193e the policy's vision and objectives. The COM policy, strategy and implementation plan will enable and guide the city's transition to a green economy and mitigate and manage the effects of climate change in the future.

Changes to weather patterns and ultimately regional climates, increase the vulnerability of systems such as public health, food and water security (IPCC, 2014). In addition, other municipal functions such as local economic development and disaster risk management are also at risk from a changing climate (DEA, NCCRP, 2011). The development of a comprehensive policy and strategy for the COM will enable the municipality, provincial and national government, private sector and civil society stakeholders within the COM to effectively respond to climate change pressures and risks.

The National Climate Change Response Policy (NCCRP) White Paper states that local government plays a crucial role in building climate resilience through the provision of municipal infrastructure and services; appropriate planning of human settlements and urban development; water and energy demand management; and local disaster response, amongst others. The paper suggests that climate change considerations and constraints will be integrated into municipal development planning tools such as Integrated Development Plans (IDPs) and municipal service delivery programmes.

It is important to note that the COM Climate change response policy, Strategy and Implementation Plan is not intended to be in conflict with National and Provincial climate change related policies and strategies, but instead is meant to compliment and provide the appropriate local response that is in line with the municipality's mandates. The purpose of a locally orientated policy and strategy is to assist the municipality to implement climate change adaptation and mitigation strategies and programmes as outlined in the national and provincial policies. The rationale for the strategy is reinforced through the benefits and opportunities for the municipality to respond to climate change challenges, these include the following:

- Improved economic competitiveness through energy efficiency
- Promotion of the green economy drives new business opportunities
- Public transport reduces pollution, congestion and maintenance
- Improved mobility of people stimulates economic activity
- 'Greener' building standards improves public health and quality of life, particularly in low-income housing
- Expanded public works programmes that restore and improve the natural resource base such as the rehabilitation of wetlands, planting trees and clearing alien plants, creates jobs and enhances important ecosystem services such as water and food provision, flood protection and air quality
- Urban greening initiatives (planting trees/shrubs in the urban area) assists micro-climate regulation, acts as a carbon sink and provides in intangible ecosystems services such as sense of place.

The policy developed for COM succinctly articulate this suite of functions and responsibilities as they relate to climate change. The strategy will assist the municipality in aligning its activities to meet these international commitments, and national and provincial climate change related policies and legal requirements.

3.7.5.2 Vision, principles and objectives

The climate change vision for the City of Mbombela is defined as follows:

“A municipality resilient to climate change, committed to sustainable development and greening solutions and principles to drive future economic and community development in both the rural and urban sectors of the City of Mbombela.”

During the development, implementation and review of the COM Climate Change Strategy, the following principles were applied:

- Equity
- Special needs and circumstances
- Uplifting the poor and vulnerable

- Intra- and inter-generational sustainability
- The precautionary principle
- The polluter pays principle
- Informed participation
- Economic, social and ecological pillars of sustainable development
- Legal and voluntary mandates
- Integration
- Practically implementable
- Focus on priorities
- Science driven
- Alignment
- Local, inclusive and long-term
- Ecological infrastructure
- Partnerships
- Monitoring and evaluation

In order to achieve the climate change vision set out in the policy, and inform the strategy and implementation plan, the following broad objectives will need to be met:

- Meet regulatory requirements and voluntary commitments made as a signatory to relevant charters, declarations and protocols
- Integration into municipal IDP process and sector plans
- Transition toward a more resilient and low-carbon local economy and community
- Implementation of innovative financing mechanisms
- Training and capacity building of relevant municipal staff
- Co-operative governance and partnerships
- Knowledge generation, sharing and transparency

3.7.5.3 Purpose of the Strategy and Implementation Plan

The NCCRP provides the country's commitments and plans to address climate change challenges and outlines what is required by all provinces and municipalities (as of July 2016). In addition to the national policy, the Mpumalanga Province is in the process of developing a Climate Change Adaption Strategy that will likely prescribe municipal recommendations. The municipality is also a signatory to certain agreements such as the Durban Adaption Charter for Local Governments and international organizations such as the International Council for Local Environmental Initiatives (ICLEI) network which have duties associated with membership. The specific purpose of the municipality's Climate Change Strategy and Implementation Plan is as follows:

- To clearly define the COM's mandated responsibilities regarding climate change adaption and mitigation.
- To provide a suite of climate change response actions that meets COM's policy's vision and objectives.
- Provide a plan that will guide the COM in the implementation of the policy
- Align with various district, provincial and national response policies.

3.7.5.4 Vulnerability analysis and assessment

In order to inform the vulnerability assessment and the subsequent climate change response actions, a brief analysis of the Municipality's present land cover and uses and socioeconomic situation was undertaken. In order to determine the links between climate change, changing environmental conditions and the impacts of these, a rapid vulnerability assessment (RVA) was also undertaken. Vulnerability, according to the IPCC is "the degree to which a system is susceptible to or unable to cope with, adverse effects of climate change, including climate variability and extremes" (IPCC, 2006). The RVA informs

the response actions for the municipality, using guidance as provided by the Lets Respond Toolkit as well as various methodology literatures in the public domain.

The COM acknowledges that climate changes are intrinsically linked to climatic events, while climate impacts are linked to the existing socioeconomic and environmental conditions of a region. As such, the spatial context of the COM was determined by identifying the spatial development zones as recognized in the former MLM SDF and IDPs and the new southern region (former Umjindi). Each development zone was subdivided into relevant economic sectors (system). Following this, vulnerability per zone and sector was determined by:

- Assessing existing and future stresses to the system
- Identifying future climate change impacts projections for the municipality (exposure)
- Determining the degree of sensitivity and adaptive capacity of the system.

The high level finding from the RVA suggest the following:

- There are three main climate vulnerable groups in COM; they include the sick, elderly and children;
- The rural livelihoods sector is, across all sectors and zones the most vulnerable to climate change impacts in COM;
- Commercial farmers, as well as formal, established urban zones are the least vulnerable to climate change, largely due to access to resources linked to adaptive capacity;
- Existing water supply, stormwater, road and rural infrastructure has varying degrees of vulnerability to climate impacts, however the status of outdated infrastructure in the COM makes areas far less resilient;
- Many areas, particularly in the surrounds of Nsikazi corridor and Matsulu and the conservation zone are moderately to highly vulnerable to flooding events, due to their locality in floodlines and poor access to emergency response resources;
- Ecosystems are moderately to highly vulnerable across all sectors and zones; and
- The Nelspruit urban zone and immediate surrounds are most resilient and least vulnerable to climate impacts.

3.7.5.5 Priority climate change response actions

The table below provides a quick reference summary of the priority climate change response actions for the municipality. Actions are grouped into 12 different sectors and form the basis for the implementation plan.

Table 3.7.5.5: Priority climate change response actions

SECTOR ACTION	REF NO.	RESPONSE ACTION
Governance and Institutional framework actions	1.1	Building climate change resilience into long term strategic planning
	1.2	Ensure IDP integration of the Climate Change Policy
	1.5	Offer climate change guidance to other municipal departments
	1.9	Identify, capacitate and communicate to potential climate adaptation related funding
Land use planning and human settlements actions	2.1	Update CoM spatial data on land use constraints to include climate change related vulnerabilities
	2.2	Update SDF to include climate change considerations in spatial planning
	2.8	Consider climate change impacts, risks and vulnerable areas in land use decision making
	2.10	Incorporate climate change considerations into the development and update of various CoM land use and human settlement planning documents

SECTOR ACTION	REF NO.	RESPONSE ACTION
Economic Development actions	3.1	Integrate and mainstream climate change considerations into LED strategy development
	3.3	Improve resource allocation for climate change adaptation and adaptive capacity and mitigation measures
	3.4	Develop and include mechanisms for climate change adaptation in the LED Strategy
Water and sanitation	4.1	Include climate change considerations into water sector related strategies and planning
	4.4	Implement loss/leakage reduction strategies through water conservation projects
Stormwater, roads and rail	5.2	Consider and incorporate climate change considerations into Storm Water Master Planning
	5.3	Consider and include eco-mobility to be in integrated transport planning
Electricity and Energy	6.1	Include climate change considerations into energy and electrical infrastructure and master planning
	6.4	Annual energy and GHG reporting
	6.5	Develop and implement energy efficiency plans for municipal owned buildings
	6.8	Investigate, develop and implement municipal by-laws that promote renewable energies and energy efficiency
Disaster Management	7.1	Undertake vulnerability assessment as per the Disaster Management Amendment Act 2015
	7.2	Update the CoM Disaster Management Plan to meet the requirements of the Disaster Management Amendment Act 2015
Health and social services actions	8.7	Engage with traditional leaders and capacitate them on climate change issues and their role in adaptation
Parks and Conservation	9.1	Update CoM open space plan to include all key ecological infrastructure for conservation and management
Waste management	10.2	Update the Integrated Waste Management Plan to promote the green waste economy
Agriculture	11.1	Incorporate the impacts of climate change in the CoM Rural Development strategy
	11.3	Encourage research and include findings into support agricultural extension services to small-scale and large commercial farmers
Mining and Forestry	12.2	Promote and encourage sustainable energy and water use and management practices
	12.3	Facilitate forestry partnerships and research to be undertaken in CoM

3.7.5.6 Projects to be implemented

Four implementation clusters have been developed that related to the overall policy objectives namely: legal; planning; resilient economy and city; and learning, knowledge and partnerships. These clusters are made up of 10 projects, which are based on the priority response actions that have been identified for the municipality. The projects are aimed to be financially feasible, resource efficient and undertaken in the short term. The intention is for this strategy to be revisited and updated every five years to align with the IDP process. The 10 projects identified for this strategy are as shown next page.

Table 3.7.5.6: Projects to be implemented

PROJECT NAME	PURPOSE	INDICATORS
CoM Greenhouse Gas (GHG) and Energy Assessment	Determine and assess GHG emissions and energy intensity of the CoM to develop appropriate mitigation strategies and meet voluntary or compulsory reporting requirements	<ul style="list-style-type: none"> ▪ Report registered on the 'carbon Climate Registry' through the Durban Adaptation Charter ▪ Report submitted to the CDP Cities Platform
CoM Vulnerability Assessment	Building on the rapid vulnerability assessment, meet the requirements as provided in the Disaster Management Amendment Act 16 of 2015 for local municipalities and inform municipal planning.	<ul style="list-style-type: none"> ▪ Appointment of competent service providers Vulnerability Assessment report that informs the updated Disaster Management Plan
CoM Disaster Management Plan update	Meet the requirements as provided in the Disaster Management Amendment Act 16 of 2015 for local municipalities and inform municipal planning	Disaster management plan submitted to the National Disaster Management Centre and relevant provincial and local centres
Climate Change and EIA Decision support tool	Assist in informing decision making to support a resilience and low carbon municipality and to ensure that climate change impacts, risks and vulnerable areas are included in land use decision making	Climate change related comments included in the EIA commenting process
Mainstreaming climate change into the Vision 2030	Ensure that climate change response policy and strategy is built into strategic municipal planning through the Vision 2030 Strategy and associated projects.	Final Vision 2030 that includes climate change response considerations
Building a responsive and resilient CoM IDP	To meet the policy objectives of the National Climate change response policy by incorporating municipal climate change responses into the IDP 2017 – 2022 process. Assist in mainstreaming climate change into municipal planning.	<ul style="list-style-type: none"> ▪ IDP document that includes the climate change response policy and strategy vision and objectives ▪ Number of municipal sector plans that reference impacts and opportunities of climate change ▪ Number of sector plans that have incorporated climate change into their sector planning ▪ Projects in the SDBIP that relate to climate change adaptation and or mitigation Updated climate change adaptation and mitigation project register
CoM LED Strategy update – climate change addendum	To update the CoM LED Strategy to promote economic development that is climate resilient and promotes the green economy.	LED projects that have a link to climate change adaptation or mitigation
CoM Water Conservation project	To improve domestic water savings and provide employment opportunities through an expanded public works program	<ul style="list-style-type: none"> ▪ Implementation of the conservation project ▪ Demonstrated municipal cost savings
CoM Buildings retrofit and upgrade project	To build on existing energy efficiency programmes and lead by example to improve energy efficiency of CoM buildings and reducing municipal costs	<ul style="list-style-type: none"> ▪ Appointment of service providers to develop Energy Efficiency Plan ▪ Implementable plan and budget that is approved by Council ▪ Reporting on success of energy projects
CoM Climate Change Forum	To enhance, encourage and promote climate change communication and opportunities across sectors and stakeholders.	<ul style="list-style-type: none"> ▪ Invitations for forum meetings ▪ Agenda and minutes from meetings ▪ Broad and cross sector stakeholder list Establishment of a functioning organizing committee

3.8 CONCLUSION

The municipal strategy is informed by government policy directives as well as the community priority needs. All the programmes and projects outlined in this document have been designed to achieve the municipal strategy for the next five (5) years and beyond.

CHAPTER 4: AUDITOR GENERAL (AG) REPORT AND MEC'S COMMENTS

4.1 INTRODUCTION

This chapter outlines the comments from the Auditor General and the MEC for Cooperative Governance and Traditional Affairs.

4.2 AUDITOR GENERAL'S (AG) REPORT

The municipality received qualified audit report in the 2018/19 financial year. However, the AG has raised certain issues that need to be addressed, and table 4.2 below outlines the issues raised by the AG and how the municipality is going address them.

Table 4.2: Matters raised by AG and the municipality's remedial action plan

AG Finding	Proposed Remedial Action	Time frame
Inadequate sundry debtors management	Conduct an investigation on outdoor advertising revenue and propose measures to ensure optimal collection.	31 March 2020
	Develop mechanisms of ensuring all revenue due at the landfill site is recorded and collected accordingly	31 March 2020
	Review and implement business processes for renting out of facilities	31 March 2020
	Implement a proper record keeping system for all bookings	31 March 2020
	Review Service Contributions management	31 March 2020
	Formalization and transfer of ownership	31 March 2020
	Traffic fines collection strategy be developed	31 March 2020
	Develop and implement reporting and cost recovery strategy	31 March 2020
Billing and prepayment system	Reconciliation of property master file, consolidated valuation roll, deeds, cadastre, billing system and all services	31 March 2020
	Conduct billing database cleansing project	30 June 2020
Metering management	Installation of bulk meters for water and electricity to manage and verify bulk purchases	30 June 2020
	Repair, replace and install meters on properties or customers listed on the billing deviation or exception reports	Monthly
	Meter reading for electricity and water should be performed on a monthly basis	Monthly
Effective debt collection measures	Implement incentives to encourage payment, and to reward good payers of municipal account, this will be reflected in annual budgets as additional expenditure.(A percentage rebate or discount can	Annually

	be considered as an incentive if account paid in full before due date)	
	Develop a strategy for debt collection where credit control measures cannot be implemented	31 March 2020
Coding on Financial System	Review VAT codes linked to votes	28 February 2020
Timeous Submission of Quarterly reports and Portfolio of evidence to Monitoring and Evaluation	Strict adherence to the Performance Monitoring and evaluation Yearly calendar	Quarterly
Unauthorised, Irregular and Fruitless and Wasteful Expenditure (UIF &W)	All identified expenditures to be investigated for MPAC processing	Quarterly
	MPAC to process Internal Audit Reports on UIF & W and table recommendations before Council	Quarterly

4.3 MEC COMMENTS ON THE IDP

In terms of Section 32 (2) of the Municipal Systems Act (2000), the MEC for Local government in the province, within 30 days after receiving a copy of an IDP or an amendment to the plan, or within such reasonable period as may be approved by the Minister, request the relevant Municipal Council to adjust the plan or the amendment in accordance with the MEC's proposals. This section seeks to respond to the proposals made by the MEC on the City of Mbombela's IDP Review for 2019-2020 financial year.

Table 4.3: MEC comments and interventions

ISSUE / COMMENT	COGTA FINDING	MUNICIPAL RESPONSE
Spatial Development Analysis and Rationale	The municipal IDP does not have maps on the status of backlogs, needs and priorities in the various sectors and municipal projects are not spatially referenced.	The matter will be addressed in the final IDP for 2020-2021 financial year.
Basic Service Delivery and Infrastructure Development	There is a concern that projects funded through the Municipal Infrastructure Grant (MIG) not completed or undertaken in the previous financial year have not been included in the IDP.	All the projects including MIG funded are included in the IDP. Refer to chapter 7 of this document.
Local Economic Development	The IDP indicates that the LED Strategy is still a draft and has not been adopted by Council	The document has been corrected accordingly.
Good Governance and Public Participation	The IDP indicates IGR structures are functional and meet on a regular basis however the status of the IDP representative forum is unknown as the municipality hardly convenes meeting for IDP stakeholder engagement.	The Municipal IDP Structure provides for IDP stakeholder engagements and such meetings do take place during both analysis phase and approval phases of the IDP.
	The Operation Vuka Sisebente (OVS) programme is not integrated in the IDP.	The OVS structure has been integrated in the IDP process. Refer to section 1.5 (Chapter 1) of this document.

ISSUE / COMMENT	COGTA FINDING	MUNICIPAL RESPONSE
Municipal Transformation and Institutional Development	The municipality does not have a Human Resource Strategy in place since none was developed after the amalgamation of the two erstwhile municipalities of Umjindi and Mbombela in 2016.	The strategy will be developed in the 2020/2021 financial year.
	The municipal organizational structure does not meet the minimum requirements in terms of the required institutional department to be established by the municipality in executing its Constitutional mandate in terms of Section 152 of the Constitution.	The municipal organization structure is aligned to the IDP and also meets the legislative requirement.
Cross-cutting issues		
Strategy Development, Monitoring and Evaluation	There are no strategic goals and performance indicators included in the IDP to measure the implementation of the IDP during the current term in terms of expected service delivery outcomes.	The strategic goals and performance indicators have been included in the IDP. Refer to Chapter 3 and 7 of this document.
Disaster Management	The Disaster Management Inter-Departmental Committee and Advisory Forum are in place but the Ward Structures have not been established.	The Ward Structures on Disaster Management will be established in the 2020/2021 financial year.
Statistics and Research	The composition of the population should be analysed to reflect the challenges that the municipality experience with issues that affect the municipality caused by the increase and the decrease in population.	The population trends were considered during the compilation of the IDP.
	Nothing is mention on the development aspects like the HDI and the level of inequality in the municipality and how it affects the municipal revenue collection.	This finding has been addressed in this IDP Review. See pages 132 and 135.

4.4 CONCLUSION

In a bid to achieve the Clean Audit, the municipality has developed an implementation /intervention plan as outlined in section 4.2 above commonly known as the *Clean Audit Road Map* to address the matters raised by the Auditor General (AG) in the 2018/2019 financial year.

5.1 INTRODUCTION

This chapter is intended to give effect to section 26 paragraph (h) of the Municipal Systems Act (2000) which provides that: “an integrated development plan must reflect a financial plan, which must include a budget projection for at least the next three years”. The chapter therefore outlines the municipality’s financial plan for the next three financial years compiled in line with the Municipal Finance Management Act (Act 56 of 2003).

5.2 MACRO ENVIRONMENT FACTORS - ECONOMIC OUTLOOK

The GDP growth rate is forecasted at 0.9 percent in 2020, 1.3 percent in 2021 and 1.6 percent in 2022. The downward revision takes into account the weaker investments outcomes in 2019, a more fragile recovery in household income and slower export demand than expected moderating global growth. Consumer inflation has also been revised down due to lower oil prices and food inflation than previously assumed.

South Africa’s credit rating has also been downgraded to “junk” status during the 21 days national lockdown period as the country tries to contain the spread of the Covid 19 pandemic. The Ba1 status was based on the structurally weak growth and the deteriorating fiscal ability.

In addition to low growth, South Africa’s biggest economic risk is Eskom. Ongoing problems with the utility’s operations continue to disrupt the supply of electricity to households and businesses. The corona virus –COVID 19 pandemic also highly impacts the economy causing a total shut down to local and international companies. These factors, alongside continued high unemployment and slow growth will continue to exert pressure on the municipal revenue generation and collection levels hence a conservative approach is advised for municipal revenue projections.

The drought experienced by many municipalities in several provinces pose a significant risk while the impact is uncertain much depends on how long it will prevail, the extent to which specific catchment areas are affected and the success of mitigation measures and must consider its impact on revenue generation.

Although municipal finances are under pressure in many areas of the country as a result of the rising cost of delivering basic services and weak planning and controls, with poor management decisions leading to underinvestment and insufficient maintenance of infrastructure. Municipalities still has a role to play in turning around the economy through the resources allocated in the medium-term revenue and expenditure framework that it contributes towards the alleviation of unemployment, Social infrastructure improvement, enhancing of economic growth reforms and the discussion paper termed the Economic Transformation, support urgent matters of education and health by provinces, poverty and inequality challenges.

The number of municipalities that were assessed by National Treasury on municipal health measures and varied on the degrees of financial distress increased to 125 of the total of 257 municipalities, for the reported period as at 30 June 2018 in accordance with the State of Local Government Finances and Financial Management, 2018. Interventions measures has since been deployed to assist municipalities with customized turnaround strategies. The City has also been implementing the approved turnaround strategy developed with the assistance of National Treasury.

The draft public procurement bill was developed with the intention to align public procurement regulations. The draft Bill for which public comments are currently sourced until 30 June 2020 proposes a single regulatory framework for procurement applicable to National, Provincial and Local government, as well as state owned entities. The Bill proposes the repeal of the Preferential Procurement Policy Framework Act of 2000 and thereby do away with its preferential point system. In its place, the Bill creates a more flexible preferential procurement regime and enabling the Minister of Finance, after consulting responsible Ministers, to prescribe a framework for preferential procurement. To advance economic opportunities for previously disadvantaged people, specific provision is made for women, the youth and people with disabilities, small businesses, locally produced goods, including local technology and its commercialization.

As the prospect of economic growth remains sluggish, the impact of this phenomena is that the municipality will not experience significant improvement on the revenue generation and collection hence a conservative approach is advised for projecting revenue on the medium-term revenue and expenditure framework. The implications of insignificant improvement on the municipal revenue is that there should be a reprioritization of the municipal programmes and elimination of non-priority spending or expenditure to ensure the core service delivery programmes are not adversely affected by this situation.

5.3 VISION 2030 STRATEGY AND INTEGRATED DEVELOPMENT PLAN (IDP)

In line with the National Development Plan, the municipality has developed a Vision 2030 strategy that would give effect to the integrated growth and development of the municipality. The Vision 2030 strategy provides a platform and framework for the desired future of the municipality and that will be achieved through the following four strategic objectives of the strategy;

- (a) To transform the spatial structure of the City.
- (b) To establish a competitive economic position.
- (c) To plan for, install, maintain and operate infrastructure, and provide services more efficiently and on a sustainable basis.
- (d) To lead, direct and manage spatial growth of the City robustly, enhance revenue generation and improve operational efficiency.

The future planning and development of the municipality will be guided by these four strategic objectives and the 2016 - 2021 electoral term of office. The Integrated Development Plan is responding to these strategic objectives. The following key municipal priorities have been identified to take the developmental agenda of the municipality forward;

- (a) Water supply
- (b) Road infrastructure development and storm water

- (c) Electricity supply and management
- (d) Integrated human settlement
- (e) Good governance and public participation
- (f) Sanitation/sewerage
- (g) Community development
- (h) Rural development
- (i) Economic development
- (j) Waste and environmental management
- (k) Financial management and viability
- (l) Public transport
- (m) Public Safety
- (n) 2010 legacy

The Integrated Development Plan as a developmental plan for the municipality will foster how effectively resources should be allocated and utilised. The budget should respond to these developmental agenda encompassed on the Integrated Development Plan and the following are the budget objectives;

- (a) To improve adherence to legislative, governance and institutional development framework.
- (b) To improve financial performance and sustainability over the long term.
- (c) To ensure the citizens of the municipality are provided with acceptable levels of services.
- (d) To maintain the existing assets and infrastructure base by ensuring adequate repairs and maintenance is undertaken.
- (e) To achieve a clean audit outcome.
- (f) To enable local economic development initiatives and sustainable employment creation.
- (g) To ensure the smooth transition as a result of the amalgamation process in terms of re-organisation and restructuring of policies, processes and systems.

5.4 REVENUE ASSUMPTIONS

5.4.1 Grants allocations

Due to the fiscal reprioritization and reductions undertaken during the 2019 Medium Term Policy Statement (MTBPS) affected planned spending for 2020/2021. The substantial reduction has been applied to the most two largest conditional grants namely the Municipal Infrastructure grant and Public Transport Network grant.

The Municipal Infrastructure Grant displays a decrease of 1 percent in 2020/2021 financial year an increase of 9 percent in 2021/2022 and 6 percent increase in 2022/2023 financial year. Public Transport Network Grant was taken away by the National Treasury putting more pressure on the City to source other funds so that the projects that were funded by the grant can be finalised to operationalize the entire integrated public transport function.

National Treasury has introduced the following reforms on the infrastructure conditional grants:

- (i) The introduction of the new urban infrastructure grant from 2019/2020. Cities will have to meet planning and performance criteria to receive the grant, which will be funded through a shift of funds from the municipal infrastructure grant. The new grant will require cities to plan for a programme of infrastructure investment, funded from grants and own revenues, rather than just standalone projects. This aligns with the policy set out in the Integrated Urban Development Framework (IUDF) approved by Cabinet in April 2016. This approach has been piloted in uMhlathuze and Polokwane local municipalities in 2018/19. Eligible municipalities were invited to apply for the grant during 2018 financial year of which city of Mbombela is one. The application process is set out in clause 27(5) of the 2018 Division of Revenue Bill.
- (ii) The refinement of grant allocation rules to encourage budgeting for routine maintenance this will complement changes that are already in place to permit grants to fund the refurbishment of infrastructure, develop water conservation projects and maintain roads if certain conditions are met
- (iii) Introducing greater differentiation between urban and rural areas. Secondary cities in particular will see changes to their planning requirements.
- (iv) A new municipal restructuring grant will be introduced to help municipalities in financial crisis to implement reforms to turn themselves around the grant will be made available within the parameters of the existing legal framework and will not provide bailouts to municipalities. It will fund the implementation of specific outputs in support of a financial recovery plan approved by a municipal council. The council must demonstrate political buy-in by adopting such a plan, and the municipality must also commit its own resources to implementing parts of the plan.

The reforms on the local government conditional grants are introduced at the time when the municipality is struggling to keep up with the maintenance and refurbishment requirement of the infrastructure in the peri-urban and rural areas due to inadequate financial resources and also where this social infrastructure is built there is absolutely no cost recovery or the social infrastructure built is not revenue generating in nature.

It is therefore recommended that the two Departments namely; Public Roads and Transport, and Water and Sanitation should undertake a process of ensuring the reforms aforementioned on the infrastructure grants are implemented in particular, the development of business plans for the routine maintenance and refurbishment of the social infrastructure located in the peri-urban and rural areas where there is absolutely no cost recovery. The business plans should be submitted to the respective transferring departments for approval during 2020/2021 financial year so that the approved projects for the routine maintenance can be implemented in 2021/2022 financial year.

The grants allocation for the municipality for the 2020/2021 financial years shows a decrease of 43 percent growth compared to the 2019/2020 financial year and further increase in 2021/2022 and 2022/2023.

The detailed Division of Revenue Act grants allocation over the medium-term is as follows:

CITY OF MBOMBELA	APPROVED AMENDED BUDGET 2019/2020	Estimated 2020/2021	Estimated 2021/2022	Estimated 2022/2023
OPERATING GRANT		10%	10%	9%
Equitable Share	R 725 225 000	R 794 688 000	R 872 206 000	R 948 979 000
Municipal Systems Improvement Grant (MSIG)		R -	R -	R -
Financial Management Grant (FMG)	R 2 500 000	R 2 500 000	R 2 700 000	R 2 800 000
Municipal Demarcation Transition Grant	R -	R -	R -	R -
Electricity Demand Side Management	R -	R -	R -	R -
Expanded Public Works Programme	R 5 836 000	R 4 244 000	R -	R -
TOTAL OPERATIONAL ALLOCATION	R 733 561 000	R 801 432 000	R 874 906 000	R 951 779 000
Growth (%)		9%	9%	9%
CAPITAL GRANTS		-1%	9%	6%
Municipal Infrastructure Grant (MIG)	R 333 753 000	R 331 383 000	R 361 975 000	R 384 362 000
Public Transport Network Grant	R 300 719 000	R -	R -	R -
Electricity Demand Side Management	R 8 000 000	R 7 000 000	R 7 000 000	R 7 000 000
Neighbourhood Development Partnership Grant	R -	R 2 500 000	R 10 000 000	R 10 000 000
Regional Bulk Infrastructure Grant	R -	R -	R -	R 231 270 000
Intergrated National Electrification Programme	R 27 010 000	R 37 461 000	R 30 000 000	R 31 000 000
TOTAL CAPITAL ALLOCATION	R 669 482 000	R 378 344 000	R 408 975 000	R 663 632 000
Growth (%)		-43%	8%	62%
TOTAL ALLOCATION	R 1 403 043 000	R 1 179 776 000	R 1 283 881 000	R 1 615 411 000
Growth (%)		-16%	9%	26%

The municipality will experience an increase above inflation on the equitable share by average of 10 percent throughout the medium term 2020/2021 to 2023/2024.

5.4.2 Revenue from property rates and services charges

The municipality need to strike a balance between ensuring it remains financial sustainable but also to ensure the tariffs increase are affordable to the ratepayers and consumers of the services, and indigent households are able to access free basic services through the equitable share allocation.

According to the 2020 National Budget and other sources, the Consumer Price Index (CPI) is projected to be within the upper limits of South African Reserve Bank CPI of 3 – 6 percent target band in 2020/2021 financial year. The table below depicts the CPI and economic growth measured in real Gross Domestic Product (GDP) movement over the five (5) period until 2024/2025 financial year;

Description	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Economic Outlook:						
Consumer Price Index (CPI) % Inflation	4.7%	4.3%	4.5%	4.6%	4.6%	4.8%
Real Gross Domestic Product (GDP) %	0.7%	1.5%	0.9%	1.3%	1.6%	2.1%
Annualised Nominal Price Rate Increase %	5.43%	5.86%	5.44%	5.96%	6.27%	7.00%
Prime Lending Rate (Interest Rate)	10.25%	10.25%	8.75%	8.75%	8.75%	8.75%
Repo Lending Rate	6.75%	6.75%	5.25%	5.25%	5.25%	6.25%

The proposed tariffs and fees for property rates, services and sundry charges for 2020/2021 and the medium-term will be as illustrated on the table below:

Operating Revenue Assumptions					
Rates and Services Charges Tariffs Increase %:	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Property Rates	4,70%	6,00%	6,00%	6,00%	6,00%
Electricity	7,82%	13,07%	10,10%	7,20%	10,90%
Water	5,43%	5,90%	8,00%	8,00%	8,00%
Refuse Removal	5,43%	5,90%	8,00%	8,00%	8,00%
Sewerage	5,43%	5,90%	8,00%	8,00%	8,00%
Concession Area - Water and Sanitation	7,43%	12,00%	13,50%	13,50%	13,50%
Average Increase - Non-Concession Area	5,76%	7,35%	8,02%	7,44%	8,18%
Average Increase - Concession Area	6,35%	9,24%	9,40%	8,68%	9,60%
Sundry charges tariffs and fees	10,00%	10,00%	10,00%	10,00%	10,00%

There will be a significant increase to the consumers during 2020/2021 financial year as the electricity tariffs are estimated to increase by 10,10 percent, subject to approval by the National Energy Regulator of South Africa (NERSA). The overall fees and tariffs for property rates, services will increase by an average by 8,02 percent in the non- concession in 2020/2021 financial year and by an average of 9,40 percent in 2020/2021 financial year in the concession areas.

Sembcorp tariffs increase is determined in accordance with tariff model stipulated on the Service Agreement which takes the current consumer price indexes (CPI) per commodity plus a margin of 4.3 percent and other economic factors into account totaling to 10 percent.

The City is undertaking a process of remodeling of the cost and tariffs from the current financial year and over the next two financial years in the different functional areas such as electricity, water, sanitation, refuse removal and other critical services delivery functional areas to ensure the tariffs and fees charge for rendering such services is a true cost reflection.

5.4.3 The ability of municipality to collect revenue

The estimated payment level trends for the current financial year and the forecast for the next medium-term is as follows:

Financial Performance Indicators or Ratios	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Collection on current accounts - Rates and Services charges	92%	95%	95%	95%	95%

The collection rate in 2020/2021 is expected to be 95 percent due to the current cash flow situation and economic situation of the municipality and the country it is projected to stay the same in the outer years and will be adjusted as the economic conditions improves.

The City continues to enforce and implement credit control and debt collection measures in order to collect revenue due.

5.4.4 Revenue enhancement strategy

The major challenge faced by the municipality is that the current revenue base is fully committed and therefore there is a need to first prevent revenue losses, secondly to explore the opportunities of increasing the revenue base and thirdly to explore new revenue streams.

The revenue enhancement strategy approved by the council on 31 May 2017 be implemented to focus on the revenue enhancement challenges mentioned above and dedicated resources be provided for the implementation of the strategy as the financial sustainability of the municipality rely solely on the successful implementation of the strategy. The City is focusing on enhancing the revenue base as part of the revenue enhancement strategy.

5.5 OPERATING EXPENDITURE GUIDELINES AND ASSUMPTIONS

The operating expenditure will decrease by an average of 8.42 percent in 2020/2021 3.53 per cent in 2021/2022 and 3 percent in 2022/2023 with an exception of the key cost or expenditure drivers stated on the table below:

Operating Expenditure Assumptions						
Operating Expenditure:	2018/2019	2019/2020	2020/2021	2021/2022	2020/2021	2021/2022
Employees Related Cost	6.70%	7.70%	6.25%	7.00%	7.50%	6.65%
Councillors Remuneration	5.70%	5.20%	5.00%	5.00%	5.00%	5.50%
Contracted Services	5.25%	-15.00%	-15.00%	-15.00%	-15.00%	-10.00%
Bulk Purchases: Electricity	8.00%	15.63%	6.90%	5.20%	8.90%	8.00%
Bulk Purchases: Water	8.10%	7.40%	4.50%	4.60%	4.60%	4.80%
Other Materials	6.33%	-12.00%	-10.00%	-10.00%	-10.00%	-8.00%
Transfers and Grants	7.90%	7.20%	-50.00%	-10.00%	-10.00%	7.00%
Other Expenditure	7.42%	-15.00%	-15.00%	-15.00%	-15.00%	-10.00%
Average Increase %	6.92%	0.14%	-8.42%	-3.53%	-3.00%	0.49%

The key cost drivers on the operating expenditure is the employee related and electricity costs and such can be summarized as follows:

- The Salary and Wage collective agreement for the period 01 July 2018 to 31 June 2021 has estimated the employees related cost expenditure for 2020/2021 at CPI plus 1.25 percent.
- A reduction of non-essential expenditure such as catering, use of consultants, travelling and subsistence, domestic accommodation, catering, financial sponsoring of non-government events, hiring of conference facilities for meetings and study tours must be in line with the municipal cost curtailment regulations, overtime must also be in line with the overtime management policy and strategy and be implemented as such etc.
- Minimize utilization of consultants or service providers where there is sufficient staff complement.
- Review of all supply chain management contracts in particular, the multiple extended contracts and renegotiate contract terms and conditions (deliverables and contract amounts).

- (e) An operating surplus budget approach be adopted for 2020/2021 and subsequent financial years as a budget model that will ensure the municipality can start to building up cash reserves.

5.5.1 Capital Expenditure Guidelines And Assumptions

The funding of the capital expenditure will be sourced from conditional grants allocations and internal funding. No new external loans (borrowings) will be sourced during the medium-term. The funding of capital expenditure from internal generated funds would be minimised to the affordability level of the municipality.

5.5.2 Provision of free basic services

The Indigent Policy of the municipality as approved by Council on 28 February 2017 is still applicable and in line with the National Policy on provision of Free Basic Services with its objective of providing free access to basic services to the poor and enhancing the fight against poverty.

The following assumptions were also taken into consideration towards the provision of free basic services;

- (a) Reducing the impact of poverty through free basic service provision.
- (b) Protecting the poor from the harsh economic realities.

The municipality will be offering the following free basic services:

Free Basic Water	6kl per month
Free Basic Electricity	50kW per month
Free Basic refuse removal	100 % subsidy on tariff
Rebate on property rates	Rebates ranging from 25% to 100% and first R100 000 of the market value is a reduction on a residential category.
Free Basic Sewer	6kl per month

The City has allocated a total amount of R508 million in the 2020/2021 financial year for provision of free basic services. The free basic services will be provided in accordance with the equitable share formula by National Treasury.

5.5.3 Municipal Standard Chart of Accounts (MSCOA) implementation

In order to ensure the municipality complies with the Municipal Standard Chart of Accounts (MSCOA) Regulations which requires municipalities and municipal entities to comply with since on 01 July 2017, the municipality is now in phase three (3) on the implementation of the project which entails the seamless interface of sub-systems of other departments to the core system that have a bearing on the financial management sub-systems and the core system and this phase should be completed on 30 June 2020. The upgrade to MSCOA version 6.3 to 6.4 chart is released to be used for the compilation of the 2020/2021 Medium Term Revenue and Expenditure Framework.

5.6 DRAFT 2020/2021 – 2022/2023 DRAFT BUDGET AND MEDIUM-TERM REVENUE AND EXPENDITURE FRAMEWORK PROPOSAL

The table on the following page provides a summary of the proposed draft budget and MTREF divided into five segments namely Financial Performance Budget, Capital Budget, Financial Position Budget, Cashflow Budget and Asset Management Budget.

MP326 City of Mbombela - Table A1 Budget Summary										
Description	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Financial Performance										
Property rates	–	466 134	631 719	642 360	642 360	642 360	642 360	721 056	778 740	841 040
Service charges	–	1 088 910	1 241 828	1 384 977	1 384 977	1 384 977	1 384 977	1 444 645	1 543 005	1 648 084
Investment revenue	–	8 581	7 383	6 329	6 329	6 329	6 329	5 413	5 413	5 413
Transfers recognised - operational	–	776 204	816 078	733 561	733 561	733 561	733 561	801 432	874 906	951 779
Other own revenue	–	138 129	148 868	97 340	306 504	306 504	306 504	126 439	128 173	130 010
Total Revenue (excluding capital transfers and contributions)	–	2 477 958	2 845 876	2 864 567	3 073 731	3 073 731	3 073 731	3 098 986	3 330 238	3 576 327
Employee costs	–	793 706	936 949	1 010 483	1 010 430	1 010 430	1 010 430	1 031 256	1 103 443	1 186 202
Remuneration of councillors	–	38 422	39 466	43 865	42 865	42 865	42 865	45 011	47 261	49 624
Depreciation & asset impairment	–	502 874	506 580	545 585	515 498	515 498	515 498	516 567	526 898	547 974
Finance charges	–	66 272	90 665	45 677	45 677	45 677	45 677	27 978	26 346	19 422
Materials and bulk purchases	–	753 528	796 644	893 674	852 427	852 427	852 427	868 256	907 416	977 898
Transfers and grants	–	31 912	40 205	32 670	5 120	5 120	5 120	2 080	1 320	1 320
Other expenditure	–	922 756	1 064 698	677 973	727 091	727 091	727 091	587 287	545 058	495 588
Total Expenditure	–	3 109 470	3 475 208	3 249 926	3 199 109	3 199 109	3 199 109	3 078 434	3 157 742	3 278 029
Surplus/(Deficit)	–	(631 512)	(629 333)	(385 360)	(125 378)	(125 378)	(125 378)	20 552	172 496	298 298
Transfers and subsidies - capital (monetary allocations)	–	443 780	429 750	582 682	669 482	669 482	669 482	378 344	408 975	663 632
Contributions recognised - capital & contributed assets	–	3 242	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	–	(184 490)	(199 583)	197 322	544 104	544 104	544 104	398 896	581 471	961 930
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	–	(184 490)	(199 583)	197 322	544 104	544 104	544 104	398 896	581 471	961 930
Capital expenditure & funds sources										
Capital expenditure	–	100 123	157 586	682 362	764 543	764 543	764 543	438 444	457 475	740 632
Transfers recognised - capital	–	87 462	81 736	580 682	667 482	667 482	667 482	378 344	408 975	663 632
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	–	12 661	75 850	101 680	97 061	97 061	97 061	60 100	48 500	77 000
Total sources of capital funds	–	100 123	157 586	682 362	764 543	764 543	764 543	438 444	457 475	740 632
Financial position										
Total current assets	–	459 610	592 729	707 018	862 022	862 022	862 022	932 825	991 867	1 026 397
Total non current assets	–	7 567 820	7 543 169	7 880 130	7 972 311	7 972 311	7 972 311	7 867 149	8 487 871	9 198 652
Total current liabilities	–	1 733 242	2 094 386	989 186	1 098 105	1 098 105	1 098 105	1 098 219	1 051 981	956 610
Total non current liabilities	–	595 904	616 071	528 817	1 350 893	1 350 893	1 350 893	528 817	502 870	470 539
Community wealth/Equity	–	5 698 284	5 425 441	7 069 144	6 385 335	6 385 335	6 385 335	7 223 938	7 975 887	8 848 900
Cash flows										
Net cash from (used) operating	–	560 280	503 917	635 595	667 242	667 242	667 242	700 310	538 316	788 422
Net cash from (used) investing	–	(481 753)	(435 106)	(614 126)	(615 119)	(615 119)	(615 119)	(438 444)	(457 475)	(740 632)
Net cash from (used) financing	–	(8 489)	(36 663)	(29 971)	(29 971)	(29 971)	(29 971)	(17 515)	(18 407)	(19 410)
Cash/cash equivalents at the year end	–	93 903	126 051	86 698	148 202	148 202	148 202	392 553	454 988	483 367
Cash backing/surplus reconciliation										
Cash and investments available	–	121 517	147 280	86 698	148 202	148 202	148 202	392 553	454 988	483 367
Application of cash and investments	–	1 238 693	1 470 939	207 682	219 815	219 815	219 815	389 007	344 007	232 943
Balance - surplus (shortfall)	–	(1 117 176)	(1 323 660)	(120 984)	(71 613)	(71 613)	(71 613)	3 547	110 980	250 424
Asset management										
Asset register summary (WDV)	–	–	–	7 880 130	7 962 311	7 962 311	7 962 311	7 880 130	7 962 311	7 962 311
Depreciation	–	–	–	545 585	515 498	515 498	515 498	545 585	515 498	515 498
Renewal and Upgrading of Existing Assets	–	–	–	223 557	305 559	305 559	305 559	249 218	173 395	437 521
Repairs and Maintenance	–	–	–	13 657	8 418	8 418	8 418	50 936	49 418	51 418
Free services										
Cost of Free Basic Services provided	–	463 409	609 827	463 409	463 409	463 409	507 580	507 580	507 580	507 580
Revenue cost of free services provided	–	–	–	–	–	–	–	–	–	–
Households below minimum service level										
Water:	–	37	37	37	37	37	37	37	37	37
Sanitation/sewerage:	–	–	18	18	18	18	18	18	18	18
Energy:	–	–	16	16	16	16	16	16	16	16
Refuse:	–	142	142	142	142	142	142	142	142	142

The total budget for 2020/2021 will amount to R3 517 billion from a total budget of R3 964 billion in 2019/2020, showing a decrease of 1.3 percent of R447 million and further increases to R4 019 billion over the medium-term. The operating expenditure budget for 2020/2021 will amount to R3 078 billion, shows an decrease of 3.8 percent or R121 million from the 2019/2020 budget of R3 199 billion. The capital expenditure budget which is 12 percent of the total budget, will amount to R438 million in 2020/2021, showing a decrease of 43 percent or R327 million from the 2019/2020 budget of R765 million. The operating revenue budget will amount to R3 099 billion, shows an increase of 0.8 percent or R25 million from the 2019/2020 budget of R3 074 billion and further increases to R3 576 billion over the medium-term. The operating revenue from property rates and services charges increase by R124 million or 6 percent from R2 042 billion to R2 166 billion in 2020/2021 and further increases to R2 489 billion over the medium-term. The total grants allocation in 2020/2021 will amount to R1 180 billion, showing a huge decrease of 16 percent from the 2019/2020 allocation of R1 403 billion and further increase to R1 615 billion over the medium-term. The huge decrease is a results of the Public Transport Grant which was not allocated to the municipality.

5.7 DETAILED DRAFT OPERATING REVENUE AND EXPENDITURE BUDGET

The detailed draft operating revenue and expenditure budget for 2020/2021 – 2022/2023 budget and medium-term revenue and expenditure framework is as follows:

MP326 City of Mbombela - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1										
Revenue By Source											
Property rates	2	–	466 134	631 719	642 360	642 360	642 360	642 360	721 056	778 740	841 040
Service charges - electricity revenue	2	–	872 307	995 106	1 119 104	1 119 104	1 119 104	1 119 104	1 168 123	1 249 892	1 337 384
Service charges - water revenue	2	–	88 654	103 692	111 491	111 491	111 491	111 491	111 467	118 154	125 244
Service charges - sanitation revenue	2	–	27 222	21 873	23 826	23 826	23 826	23 826	24 930	26 426	28 012
Service charges - refuse revenue	2	–	100 727	121 157	130 556	130 556	130 556	130 556	140 125	148 533	157 445
Rental of facilities and equipment		–	9 878	11 676	8 464	8 464	8 464	8 464	6 371	6 371	6 371
Interest earned - external investments		–	8 581	7 383	6 329	6 329	6 329	6 329	5 413	5 413	5 413
Interest earned - outstanding debtors		–	42 909	27 028	27 345	37 345	37 345	37 345	36 651	36 651	36 651
Dividends received						–	–	–			
Fines, penalties and forfeits		–	6 629	10 321	8 099	8 099	8 099	8 099	7 497	7 497	7 497
Licences and permits		–	3 197	3 261	–	6 256	6 256	6 256	4 479	4 479	4 479
Agency services		–	38 796	42 317	–	192 000	192 000	192 000	–	–	–
Transfers and subsidies		–	776 204	816 078	733 561	733 561	733 561	733 561	801 432	874 906	951 779
Other revenue	2	–	36 720	54 264	53 432	54 340	54 340	54 340	71 443	73 176	75 014
Gains on disposal of PPE		–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		–	2 477 958	2 845 876	2 864 567	3 073 731	3 073 731	3 073 731	3 098 986	3 330 238	3 576 327
Expenditure By Type											
Employee related costs	2	–	793 706	936 949	1 010 483	1 010 430	1 010 430	1 010 430	1 031 256	1 103 443	1 186 202
Remuneration of councillors		–	38 422	39 466	43 865	42 865	42 865	42 865	45 011	47 261	49 624
Debt impairment	3	–	160 305	192 920	106 974	99 023	99 023	99 023	108 607	116 496	123 957
Depreciation & asset impairment	2	–	502 874	506 580	545 585	515 498	515 498	515 498	516 567	526 898	547 974
Finance charges		–	66 272	90 665	45 677	45 677	45 677	45 677	27 978	26 346	19 422
Bulk purchases	2	–	706 812	746 300	839 462	808 485	808 485	808 485	830 796	873 701	949 241
Other materials	8	–	46 715	50 344	54 212	43 942	43 942	43 942	37 460	33 714	28 657
Contracted services		–	518 854	627 515	406 824	429 002	429 002	429 002	315 260	281 484	239 261
Transfers and subsidies		–	31 912	40 205	32 670	5 120	5 120	5 120	2 080	1 320	1 320
Other expenditure	4, 5	–	240 049	244 059	164 175	199 067	199 067	199 067	163 420	147 078	132 370
Loss on disposal of PPE		–	3 548	204	–	–	–	–	–	–	–
Total Expenditure		–	3 109 470	3 475 208	3 249 926	3 199 109	3 199 109	3 199 109	3 078 434	3 157 742	3 278 029
Surplus/(Deficit)		–	(631 512)	(629 333)	(385 360)	(125 378)	(125 378)	(125 378)	20 552	172 496	298 298
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		–	443 780	429 750	582 682	669 482	669 482	669 482	378 344	408 975	663 632
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Transfers and subsidies - capital (in-kind - all)	6	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		–	(184 490)	(199 583)	197 322	544 104	544 104	544 104	398 896	581 471	961 930
Taxation											
Surplus/(Deficit) after taxation		–	(184 490)	(199 583)	197 322	544 104	544 104	544 104	398 896	581 471	961 930
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		–	(184 490)	(199 583)	197 322	544 104	544 104	544 104	398 896	581 471	961 930
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		–	(184 490)	(199 583)	197 322	544 104	544 104	544 104	398 896	581 471	961 930

The impact of the main operating expenditure drivers on the draft budget is follows as;

- The remuneration cost, excluding councilor's allowances will amount to R1 031 billion in 2020/2021 financial year showing an increase of 2 percent compared to an amount of R1 010 billion in 2019/2020. The remuneration cost constitutes 34 percent of the total operating expenditure for 2020/2021. The remuneration cost will increase to R1 103 billion in 2021/2022 and to R1 186 billion in 2022/2023 financial year.
- Councilor's remuneration will amount to R45 million in 2020/2021 financial year indicating a 5 percent increase compared to R43 million in 2019/2020 it will further increase to R47 million and R50 million respectively in 2021/2022 and 2022/2023. This constitutes 1.5 percent to the total operating expenditure budget.
- The bulk purchase expenditure is mainly expenditure for bulk electricity purchase from Eskom and the bulk water purchase and will increase to R831 million in 2020/2021 due to an average

increase of 6.9 percent granted to Eskom by the National Energy Regulator of South Africa, the increase will come into effect from 01 July 2020 and bulk water increase of 4.5 percent. The bulk purchase expenditure makes up 27 percent of the total operating expenditure budget.

- d) Debt impairment will increase by R10 million or 9.7 percent to R109 million in 2020/2021 from R99 million in 2019/2020 this represents 4 percent of the total operating expenditure.
- e) The depreciation cost will be R517 million showing an increase of 0.21 percent the depreciation cost makes up 17 percent of the total operating expenditure and is about 6.35 percent of the total assets carrying value of R8 136 billion. The depreciation costs represent the rate at which the assets of the municipality are utilized in rendering services and therefore the cost should be provided for/included on the budget to ensure the current ratepayers and users of the municipal services are able to contribute towards the refurbishment, upgrade and renewal of the assets.
- f) Contracted services will decrease by 27 percent or R114 million from R429 million in 2019/2020 to R315 million in 2020/2021 in response to the call by National Treasury to reduce the cost of running the city using external service providers in non - specialized services by using internal resources, this accounts for 10 percent of the total operating expenditure budget.
- g) Finance charges will decrease by 39 percent or R18 million from R46 million in 2019/2020 to R28 million in 2020/2021 this accounts for 0.91 percent of the total operating expenditure budget. The City is implementing daily cash flow management and monitoring in order to reduce the interest charged for late payment of suppliers.
- h) Other Materials will decrease by 15 percent or R6 million from R44 million in 2019/2020 to R38 million in 2020/2021 this was done as part of the cost containment measures to curb the expenditure this accounts for 0.91 percent of the total operating expenditure budget.
- i) Other Expenditure will decrease by 18 percent or R36 million from R199 million in 2019/2020 to R163 million in 2020/2021 financial year which makes up 5.31 percent of the total operating expenditure it will further decrease to R132 million over the medium term the decrease is due to implementation of the cost curtailment measures applied in line with National Treasury directive and the cost containment measures as regulated.
- j) Transfers and grants will decrease by R3 million or 59 percent to R2 million in 2020/2021 from R5 million in 2019/2020 this represents 0.07 percent of the total operating expenditure the huge decline is as a result of the reclassification of the expenditure from transfers and grants to contracted services.

The main operating revenue streams impact on the draft budget is as follows;

- i) The municipality will receive most of its revenue from services charge (electricity, water, sewerage and refuse removal services) amounting to R1 445 billion in 2020/2021 indicating an increase of R60 million or 4.3 percent compared to R1 385 billion in 2019/2020 financial year and further increase to R1 648 billion over the medium-term. The revenue from services charge makes up 47 percent of the operating revenue budget.
- ii) The revenue from property rates will increase to an amount of R721 million in 2020/2021 from an amount of R642 million in 2019/2020 after taking into account income foregone due to rates rebates in terms of the rates policies and increases to R841 million over the medium-term. The property rates revenue contributes about 23 percent of the total operating revenue budget. The increase in the rates revenue takes into account the projected growth and the increased revenue base.
- iii) Agency Services will decrease by 100 percent due to the function taken back to the Provincial Government during the month of April 2020.

- iv) Interest Earned on investments will decrease by 15 percent or R915 thousand to an amount of R5 million 2020/2021 financial year from an amount of R6 million in 2019/2020 financial year.
- v) Licenses and Permits will decrease by 28 percent or R1.7 million to an amount of R4.5 million in 2020/2021 from an amount of R6.3 million in 2019/2020 financial year.
- vi) Other Income will decrease by 22 percent or R11 million to an amount of R43 million in 2020/2021 from an amount of R54 million in 2019/2020 financial year.
- vii) Rentals of facilities will decrease by 25 percent or R2.1 million to an amount of R6.4 million in 2020/2021 financial year from an amount of R8.4 million in 2019/2020 financial year.
- viii) Operating grants allocation comprising of equitable share and other grants will increase by 9.25 percent or R68 million to an amount of R801 million in 2020/2021 financial year compared to R734 million in 2019/2020 financial year and will increase to R952 million over the medium term this contributes 26 percent to the total operating revenue budget in 2020/2021.

5.8 DETAILED CASHFLOW STATEMENT BUDGET

The draft cash flow statement projections over the medium-term are as follows:

MP326 City of Mbombela - Table A7 Budgeted Cash Flows											
Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand											
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates			436 145	606 607	610 242	610 242	610 242	610 242	686 591	727 786	775 453
Service charges			878 389	984 333	1 315 728	1 351 206	1 351 206	1 351 206	1 386 255	1 490 085	1 598 618
Other revenue			188 404	129 498	66 496	255 701	255 701	255 701	104 884	108 848	112 974
Government - operating	1		570 019	711 372	733 561	733 561	733 561	733 561	801 432	874 906	951 779
Government - capital	1		633 202	462 555	582 682	567 682	567 682	567 682	378 344	408 975	663 632
Interest			52 507	34 411	32 306	41 490	41 490	41 490	42 064	42 064	42 064
Dividends			-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees			(2 103 325)	(2 288 007)	(2 630 453)	(2 846 922)	(2 846 922)	(2 846 922)	(2 669 202)	(3 086 682)	(3 335 356)
Finance charges			(63 148)	(90 180)	(44 764)	(41 109)	(41 109)	(41 109)	(27 978)	(26 346)	(19 422)
Transfers and Grants	1		(31 912)	(46 672)	(30 203)	(4 608)	(4 608)	(4 608)	(2 080)	(1 320)	(1 320)
NET CASH FROM/(USED) OPERATING ACTIVITIES		-	560 280	503 917	635 595	667 242	667 242	667 242	700 310	538 316	788 422
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE			958	268	-	-	-	-	-	-	-
Decrease (Increase) in non-current debtors			(1 137)	1 870	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables			(601)	18 398	-	-	-	-	-	-	-
Decrease (increase) in non-current investments			-	-	-	-	-	-	-	-	-
Payments											
Capital assets			(480 973)	(455 642)	(614 126)	(615 119)	(615 119)	(615 119)	(438 444)	(457 475)	(740 632)
NET CASH FROM/(USED) INVESTING ACTIVITIES		-	(481 753)	(435 106)	(614 126)	(615 119)	(615 119)	(615 119)	(438 444)	(457 475)	(740 632)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans			-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing			-	-	-	-	-	-	-	-	-
Increase (decrease) in consumer deposits			-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing			(8 489)	(36 663)	(29 971)	(29 971)	(29 971)	(29 971)	(17 515)	(18 407)	(19 410)
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	(8 489)	(36 663)	(29 971)	(29 971)	(29 971)	(29 971)	(17 515)	(18 407)	(19 410)
NET INCREASE/ (DECREASE) IN CASH HELD		-	70 039	32 148	(8 502)	22 151	22 151	22 151	244 351	62 434	28 380
Cash/cash equivalents at the year begin:	2		23 864	93 903	95 200	126 051	126 051	126 051	148 202	392 553	454 988
Cash/cash equivalents at the year end:	2	-	93 903	126 051	86 698	148 202	148 202	148 202	392 553	454 988	483 367

The above table reflects that the municipality will increase its cash and cash equivalents at the end of the year to R392 million in 2020/2021 from R148 million projected cash and cash equivalent in 2019/2020 and decreases to R483 million in 2022/2023 financial year.

It be noted that the net cash to be generated from operating activities will amount to R700 million in 2020/2021 and will increase to R788 million over the medium-term. The favourable net-cash from operating activities is an indication that the municipality will be able to generate surplus cash from rendering municipal services such as electricity, water, sanitation, solid waste etc.

The surplus cash generated from the operating activities will be utilized to fund the capital expenditure and also to repay the non-current borrowings and outstanding creditors.

The projected cash of R392 million to be retained at the end of the financial year will be applied or utilised as follows:

MP326 City of Mbombela - Table A8 Cash backed reserves/accumulated surplus reconciliation											
Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Cash and investments available											
Cash/cash equivalents at the year end	1	–	93 903	126 051	86 698	148 202	148 202	148 202	392 553	454 988	483 367
Other current investments > 90 days		–	9 216	21 229	(0)	(0)	(0)	(0)	–	–	–
Non current assets - Investments	1	–	18 398	–	–	–	–	–	–	–	–
Cash and investments available:		–	121 517	147 280	86 698	148 202	148 202	148 202	392 553	454 988	483 367
Application of cash and investments											
Unspent conditional transfers		–	148 708	–	–	–	–	–	–	–	–
Unspent borrowing		–	–	–	–	–	–	–	–	–	–
Statutory requirements	2	–	(86 828)	(126 054)	(126 054)	(126 054)	(126 054)	(126 054)	(121 602)	(120 734)	(126 770)
Other working capital requirements	3	–	1 176 812	1 596 993	333 736	345 869	345 869	345 869	510 609	464 741	359 713
Other provisions		–	–	–	–	–	–	–	–	–	–
Long term investments committed	4	–	–	–	–	–	–	–	–	–	–
Reserves to be backed by cash/investments	5	–	–	–	–	–	–	–	–	–	–
Total Application of cash and investments:		–	1 238 693	1 470 939	207 682	219 815	219 815	219 815	389 007	344 007	232 943
Surplus(shortfall)		–	(1 117 176)	(1 323 660)	(120 984)	(71 613)	(71 613)	(71 613)	3 547	110 980	250 424

5.9 DETAILED DRAFT CAPITAL BUDGET

The table below provides a summary of the estimate proposals on the capital expenditure budget - the detailed budget.

Vote Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 01 - Council		-	-	-	-	-	-	-	-	-	-
Vote 02 - Office Of Council		-	-	-	-	-	-	-	-	-	-
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 04 - City Planning And Development Department		-	-	19 444	-	-	-	-	-	-	-
Vote 05 - Corporate Services Department		-	-	-	-	-	-	-	-	-	-
Vote 06 - Strategic Management Services		-	-	-	-	-	-	-	-	-	-
Vote 07 - Financial Management		-	-	-	-	912	912	912	-	-	-
Vote 08 - Legal Services		-	-	-	-	-	-	-	-	-	-
Vote 09 - Regional Centre Coordination		-	-	-	-	-	-	-	-	-	-
Vote 10 - Community Services		-	-	-	2 500	2 200	2 200	2 200	2 500	3 000	3 500
Vote 11 - Public Works, Roads And Transport		-	-	7 286	286 323	372 807	372 807	372 807	42 405	125 656	399 291
Vote 12 - Public Safety		-	-	-	-	-	-	-	-	-	-
Vote 13 - Water And Sanitation		-	-	4 386	47 674	76 869	76 869	76 869	47 674	38 000	10 000
Vote 14 - Energy		-	-	(2 567)	13 340	16 391	16 391	16 391	13 340	19 490	23 490
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	28 549	349 837	469 178	469 178	469 178	105 919	186 146	436 281
Single-year expenditure to be appropriated	2										
Vote 01 - Council		-	-	-	-	-	-	-	-	-	-
Vote 02 - Office Of Council		-	-	-	280	830	830	830	280	-	-
Vote 03 - Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 04 - City Planning And Development Department		-	(6 675)	(18 698)	18 000	-	-	-	18 000	33 803	40 000
Vote 05 - Corporate Services Department		-	1 721	955	23 900	7 782	7 782	7 782	23 900	25 000	26 000
Vote 06 - Strategic Management Services		-	306	-	-	-	-	-	-	-	-
Vote 07 - Financial Management		-	6 007	17 171	14 000	700	700	700	14 000	-	-
Vote 08 - Legal Services		-	-	-	-	-	-	-	-	-	-
Vote 09 - Regional Centre Coordination		-	163	404	1 400	1 400	1 400	1 400	1 400	-	-
Vote 10 - Community Services		-	915	2 600	6 400	6 717	6 717	6 717	6 400	5 000	6 000
Vote 11 - Public Works, Roads And Transport		-	37 918	98 244	169 175	166 164	166 164	166 164	169 175	121 316	114 641
Vote 12 - Public Safety		-	333	-	200	5 902	5 902	5 902	200	-	-
Vote 13 - Water And Sanitation		-	39 883	20 787	61 000	79 851	79 851	79 851	61 000	40 000	80 000
Vote 14 - Energy		-	19 551	3 168	38 170	26 019	26 019	26 019	38 170	46 210	37 710
Vote 15 - Other		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		-	100 123	124 632	332 525	295 366	295 366	295 366	332 525	271 329	304 351
Total Capital Expenditure - Vote		-	100 123	153 181	682 362	764 543	764 543	764 543	438 444	457 475	740 632
Capital Expenditure - Functional											
Governance and administration		-	8 198	18 530	39 580	12 624	12 624	12 624	39 580	25 000	26 000
Executive and council		-	-	-	280	830	830	830	280	-	-
Finance and administration		-	8 198	18 530	39 300	11 794	11 794	11 794	39 300	25 000	26 000
Internal audit		-	-	-	-	-	-	-	-	-	-
Community and public safety		-	1 248	1 844	56 100	34 420	34 420	34 420	56 100	24 892	58 500
Community and social services		-	281	405	38 200	25 457	25 457	25 457	38 200	18 000	58 500
Sport and recreation		-	672	1 439	17 900	8 963	8 963	8 963	17 900	6 892	-
Public safety		-	295	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		-	29 197	96 424	386 069	456 146	456 146	456 146	142 151	208 883	443 932
Planning and development		-	(6 675)	4 405	90 518	46 626	46 626	46 626	90 518	152 092	66 000
Road transport		-	35 872	92 019	295 551	409 520	409 520	409 520	51 633	56 791	377 932
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		-	61 480	40 041	200 613	261 353	261 353	261 353	200 613	198 700	212 200
Energy sources		-	19 551	601	51 510	42 410	42 410	42 410	51 510	65 700	61 200
Water management		-	38 483	19 873	112 174	160 401	160 401	160 401	112 174	95 000	100 000
Waste water management		-	3 446	18 810	32 229	57 153	57 153	57 153	32 229	23 000	20 000
Waste management		-	-	757	4 700	1 389	1 389	1 389	4 700	15 000	31 000
Other		-	-	746	-	-	-	-	-	-	-
Total Capital Expenditure - Functional	3	-	100 123	157 586	682 362	764 543	764 543	764 543	438 444	457 475	740 632
Funded by:											
National Government		-	87 462	81 736	572 682	659 482	659 482	659 482	378 344	408 975	663 632
Provincial Government		-	-	-	-	-	-	-	-	-	-
District Municipality		-	-	-	8 000	8 000	8 000	8 000	-	-	-
Other transfers and grants		-	-	-	-	-	-	-	-	-	-
Transfers recognised - capital	4	-	87 462	81 736	580 682	667 482	667 482	667 482	378 344	408 975	663 632
Borrowing	6	-	-	-	-	-	-	-	-	-	-
Internally generated funds	6	-	12 661	75 850	101 680	97 061	97 061	97 061	60 100	48 500	77 000
Total Capital Funding	7	-	100 123	157 586	682 362	764 543	764 543	764 543	438 444	457 475	740 632

The table below indicates the draft capital expenditure budget per municipal priority:

DEPARTMENT	ORIGINAL APPROVED 2019/2020	BUDGET ESTIMATES 2020/2021	BUDGET ESTIMATES 2021/2022	BUDGET ESTIMATES 2022/2023
Roads Infrastructure Development	R 15 000 000	R 2 500 000	R 10 000 000	R 10 000 000
City Planning and Development	R 15 000 000	R 2 500 000	R 10 000 000	R 10 000 000
Community Development	R 2 500 000	R 5 500 000	R 3 500 000	R -
Community Services	R 2 500 000	R 5 500 000	R 3 500 000	R -
Good Governance	R -	R 3 100 000	R -	R -
Corporate Services	R -	R 3 100 000	R -	R -
Electricity Supply and Management	R 39 010 000	R 60 461 000	R 52 000 000	R 58 000 000
Energy	R 39 010 000	R 60 461 000	R 52 000 000	R 58 000 000
Good Governance	R -	R 4 000 000	R -	R -
Financial Services	R -	R 4 000 000	R -	R -
Community Development	R 31 000 000	R 32 750 000	R 33 500 000	R 15 000 000
Roads Infrastructure Development	R 106 625 000	R 221 983 000	R 276 475 000	R 302 362 000
Sanitation/Sewerage	R 19 200 000	R 10 650 000	R 15 000 000	R 25 000 000
Water Supply	R 33 173 593	R 25 000 000	R 7 000 000	R 10 000 000
Public Work Road and Transport	R 189 998 593	R 290 383 000	R 331 975 000	R 352 362 000
Good Governance	R 250 000	R 400 000	R -	R -
Regional Centre Co-ordination	R 250 000	R 400 000	R -	R -
Sanitation/Sewerage	R -	R 15 000 000	R 10 000 000	R 28 500 000
Water Supply	R 58 000 000	R 57 100 000	R 50 000 000	R 291 770 000
Water And Sanitation	R 58 000 000	R 72 100 000	R 60 000 000	R 320 270 000
Grand Total	R 304 758 593	R 438 444 000	R 457 475 000	R 740 632 000

The table below summarizes the draft capital expenditure budget per funding source:

SOURCE OF FUNDING	Budget Year 2020/2021	Budget Year 2021/2022	Budget Year 2022/2023
Demand Side Management Grant	R 7 000 000	R 7 000 000	R 7 000 000
Integrated Electrification Programme Grant	R 37 461 000	R 30 000 000	R 31 000 000
Municipal Infrastructure Grant	R 331 383 000	R 361 975 000	R 384 362 000
Neighbourhood Development Programme Grant	R 2 500 000	R 10 000 000	R 10 000 000
Regional Bulk Infrastructure Grant	R -	R -	R 231 270 000
Internal Funding	R 60 100 000	R 48 500 000	R 77 000 000
Total Capital Budget	R 438 444 000	R 457 475 000	R 740 632 000

5.10 BUDGET RELATED POLICIES

In order to manage the finances, the municipality has prepared financial policies as per the requirement of the Municipal Financial Management Act, 2003 (Act 56 of 2003). This includes the budget policy; funding and reserves policy; credit control and debt collection policy; investment policy; tariff policy; rate policy; asset management policy; virement policy; budget policy; indigent policy and supply chain management policy; economic investment and promotion policy; payroll discrepancy policy; supplier performance monitoring policy; contract management policy and insurance policy.

5.10.1 Budget policy

The municipality has a budget policy which aims to achieve the following:

- The principles which the municipality will follow in preparing each medium term revenue and expenditure framework budget;
- The responsibilities of the executive mayor, the accounting officer, the chief financial officer and other senior managers in compiling the budget;
- To establish and maintain procedures to ensure adherence to City of Mbombela IDP review and budget processes.

5.10.2 Funding and reserves policy

The municipality has developed a funding and reserves policy that sets out the assumptions and methodology for estimating the following:

- Projected billings, collections and all direct revenues
- Provision for revenue that will not be collected
- Funds that the municipality can expect from investments
- Proceeds the municipality can expect to receive from the transfer or disposal of assets
- Council 's borrowing requirements
- Funds to be set aside in reserves

5.10.3 Credit control and debt collection policy

The municipality has a credit control and debt collection policy which aims to achieve the following objectives:

- Provide a framework within which the municipal council can exercise its executive and legislative authority with regard to credit control and debt collection;
- Ensure that all monies due and payable to the municipality are collected and used to deliver municipal services in the best interests of the community, residents and ratepayers and in a financially sustainable manner;
- Outline the procedures that will ensure that the members of the local community is afforded the opportunity to contribute in the decision-making processes of the municipality and that they are informed of the decisions and affairs of the municipality;
- Set realistic targets for debt collection;
- Outline credit control and debt collection policy procedures and mechanisms;
- Provide a framework to link the municipal budget to indigent support and tariff policies.

5.10.4 Investment policy

The municipality has an investment policy which aims to achieve the following objectives:

- To ensure the City of Mbombela and its Chief Financial Officer, as trustee of public funds, exercise their obligation to ensure that cash resources are preserved and safe guarded against loss;
- To ensure the investments of City of Mbombela are managed in the most efficient, effective and economical manner possible;
- To ensure that an appropriate level of investment diversification is implemented to achieve the above objectives;

- To ensure the liquidity needs of the municipality are appropriately planned and provided for through the investment process;
- To clearly lay down broad investment parameters to ensure a reasonable return on surplus cash without incurring an unacceptable risk of capital loss;
- To ensure compliance and transparency in all processes

5.10.5 Tariff policy

The municipality has a tariff policy which aims to achieve the following objectives:

- The tariffs approved during the budget process by Council fund services must be consistent with this policy
- The municipal services are financially sustainable, affordable and equitable
- The needs of the poor households are taken into consideration
- There is consistency on how tariffs are applied throughout the municipality

5.10.6 Rates policy

The municipality has a property rates policy which aims to achieve the following objectives:

- Comply with the provision of the Municipal Property Rates Act, specifically Section 3
- Give effect to the principles outlined hereunder
- Ensure the equitable treatment of persons liable for rates
- Determine criteria to be applied for the levying of differential rates for different categories of properties
- Determine or provide criteria for the determination of categories of properties and categories of owners of properties
- Determine criteria to be applied for granting exemptions, rebates and reductions
- Determine how the municipality's powers must be exercised in relation to multi-purposes properties
- Determine measures to promote local economic and social development, and
- Identify which categories of properties the municipality has elected not to rate as provided for in section 7 of the act.

5.10.7 Supply chain management policy

The municipality has a supply chain management policy which aims to provide effective systems for the following:

- Demand management
- Acquisition management
- Logistics management
- Risk management
- Performance management

The policy gives provision for the establishment of committees that are responsible for evaluation of competitive bids. The committees are as follows:

- Bid specification committee
- Bid evaluation committee
- Bid adjudication committee

5.11 CONCLUSION

The implementation of the medium term financial plan will enable the municipality to fulfil its constitutional mandate of delivering basic services to the communities. This plan will be monitored to ensure strict adherence in order to achieve the set budget objectives.

6.1 INTRODUCTION

Performance Monitoring and evaluation (PM&E) provides decision makers with the ability to draw on causal linkages between the choice of policy priorities, resourcing, programmes, the services actually delivered and the ultimate impact on communities. PM&E provides answers to the “so what” question, thus addressing the accountability concerns of stakeholders and give public sector managers information on progress toward achieving stated targets and goals. It also provides substantial evidence as the basis for any necessary corrections in policies, programmes, or projects. Its main aim is to help improve performance and achieve the desired results, by measuring and assessing performance in order to more effectively manage the outcomes and associated outputs known as development results.

Section 19 (1) of the Municipal Structures Act states that a municipal council must strive within its capacity to achieve the objectives set out in Section 152 of the Constitution. Section 19 (2) of the same Act stipulates that a municipal council must annually review its overall performance in achieving the objectives referred to in subsection 19(1). The Performance Management System (PMS) is one of the mechanisms through which City of Mbombela aims to improve organisational and individual performance to enhance service delivery. The performance management framework for Mbombela comprises of two components, namely:

- Organisational Performance Management and
- Individual Performance Management for Section 57 employees

The Organisational PMS is a tool used to measure the performance of the municipality with regard to development priorities and objectives outlined in the IDP. Once the municipality starts to implement its IDP, it is important to monitor that:

- the delivery is happening as planned in the SDBIP;
- the municipality is using its resources most efficiently;
- it is producing the quality of delivery envisaged;

The PMS Framework is currently being reviewed and the municipality’s Monitoring and Evaluation Framework (*PMS will be part of the Framework*) will be produced to ensure that the following areas are addressed through monitoring:

- Early warning reports are produced;
- Quarterly analysis reports are produced;
- Municipal Evaluations plan is developed;
- Evaluations are conducted;
- Projects verification is conducted;
- Excellence Awards are bestowed to the best performing Department/ section.

6.2 LEGISLATIVE FRAMEWORK FOR PERFORMANCE MANAGEMENT

Legislation that governs performance management in local government includes Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), Local Government: Municipal Planning and Performance Management Regulations, 2001, Local Government: Municipal Finance Management Act 53 of 2003 and Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006, Provincial Monitoring and Evaluation Framework 2009, National Evaluation Policy 2011.

6.2.1 Municipal Systems Act, 2000 (Act 32 of 2000)

Chapter 6 of the MSA requires all municipalities to promote a culture of performance through the following:

- Developing a performance management system;
- Setting targets, monitor and review performance based on indicators linked to the IDP;
- Publish an annual report on performance management for the Councilors, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for Local Government;
- Conduct an internal audit on performance before tabling the report;
- Have the annual performance report audited by the Auditor-General;
- Involve the community in setting indicators and targets and reviewing municipal performance.

6.2.2 Municipal Planning and Performance Management Regulations, 2001 (MPPMR)

The MPPMR, published by the then Department of Provincial and Local Government (DPLG), which requires a municipality to ensure that its PMS complies with the requirements of the MSA, demonstrate the operation and management of the PMS; clarify financial year roles and responsibilities, as well as ensure alignment with employee performance management and the IDP processes.

6.2.3 Municipal Finance Management Act, 2003 (Act 56 of 2003)

The MFMA requires a municipality to develop a Service Delivery and Budget Implementation Plan (SDBIP) based on specific targets and performance indicators derived from the IDP, thus linking the IDP, the performance management system and the budget. Section 67 of the MSA regards the monitoring, measuring and evaluating of performance of staff as a platform to develop human resources and to develop an efficient and effective culture. The MFMA further requires the Mayor to ensure that the performance agreements of Section 57 employees comply with the requirements of the MSA to promote sound financial management and are linked to measurable performance objectives, approved with the budget and included in the Service Delivery and Budget Implementation Plan (SDBIP).

6.2.4 Local Government: Municipal Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006

The then DPLG now Cooperative Governance and Traditional Affairs, in August 2006, promulgated Regulations for Section 57 Managers on how the performance of municipal managers, should prepare reports, review, improve and reward performance. The regulations provide for the conclusion of performance agreements and personal development plans.

6.2.5 Implementation and Reporting on the Organisational Performance Management System

The PMS is a tool that reflects the level of the implementation of IDP and the role played by individual staff members in the process. It involves the translation of the IDP and sector plans, into the Service Delivery and Budget Implementation Plan (SDBIP). The SDBIP further translate the IDP into the municipal or corporate score cards with quarterly targets. The Municipal Manager is the custodian of the SDBIP Score Cards and agrees with the Executive Mayor, as representative of the Employer, on the delivery aspects of the scorecard.

6.2.6 Provincial Monitoring and Evaluation Framework

The Provincial M&E Framework is a guiding document to ensure that all public institutions in the province develop M&E Framework and establish M&E Units that will monitor the performance of the institution and produce early warning reports.

6.2.7 National Evaluation Policy Framework: November 2011

The Policy Framework seeks to:

- Foreground the importance of Evaluation;
- Provide for an institutionalised system across government linking to planning and budget;
- Provide common language and conceptual base for evaluation in government;
- Indicate clear roles and responsibilities related to evaluations;
- Improve the quality of evaluations;
- Ensure the utilisation of evaluation findings to improve performance.

The purpose underlying is:

- Improving policy programme **performance**, providing feedback to managers;
- Improving **accountability** for where public spending is going and the difference it is making;
- Improving **decision-making**, e.g. on what is working or not working;
- Increasing **knowledge** about what works and what does not with regards to a public policy, plan, programme, or project.

6.3 ROLE PLAYERS IN THE MANAGEMENT OF PERFORMANCE MANAGEMENT

The roles players that manage the performance management system of the municipality include the following:

6.3.1 Internal Audit

The Internal Audit Services plays an internal performance auditing role, which includes monitoring the functioning of the PMS and compliance to legislative requirements. Its role is also to assist the municipality in validating the evidence provided by the General Managers in support of their performance achievements.

6.3.2 Performance Audit Committee

The committee monitors the quality and integrity of the Performance Management System, to ensure equity and consistency in the application of evaluation norms and standards. The committee further

provides impartial recommendations on performance ratings to the Mayoral Committee, following the completion of objective appraisals.

6.3.3 Evaluation Panel

The Evaluation Panel evaluates the performance of Section 57 employees, including the Municipal Manager's performance, through approval of their final performance ratings.

6.3.4 Executive Mayor and Members of the Mayoral Committee

The Executive Mayor and the Members of the Mayoral Committee manage the development of the municipal PMS and oversee the performance of the Municipal Manager and the General Managers.

6.3.5 Council and Section 79 Committees

Section 79 Committees play an oversight role and consider reports from Council on the functioning of different portfolios and the impact on the overall objectives and performance of the municipality.

6.3.6 Community

The community plays a role in the PMS through the annual IDP consultation processes, which are managed by the Office of the Speaker, working in close collaboration with the IDP and Public Participation Unit.

6.4 REPORTS

The legislative framework requires that the municipality should develop reports at particular intervals that must be submitted to various institutions for validation and monitoring. The table below outlines a summary of the reports that have been developed in the municipality.

Table 6.4: Reports to be developed by the Municipality

Report Type	Description
Monthly reports	Section 71 of the MFMA requires that reports be prepared. A financial report is prepared based on municipal programmes and projects.
Quarterly IDP and SDBIP reporting	<p>The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal Manager, Top Managers and other levels of staff, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process.</p> <p>The SDBIP information on revenue will be monitored and reported monthly by the Municipal Manager in terms of Section 71(1) (a) and (e). For example, if there is lower than anticipated revenue and an overall cash shortage in a particular month the municipality may have to revise its spending downwards to ensure that it does not borrow more than anticipated. More importantly, such information requires the municipality to take urgent remedial steps to ensure it improves on its revenue collection capacity if the municipality wants to maintain its levels of service delivery and expenditure.</p> <p>Section 1 of the MFMA states that the SDBIPs a detailed plan approved by the Mayor of a municipality in terms of service delivery should make projections for each month of the revenue to be collected, by source, as well as the operational and capital</p>

Report Type	Description
	expenditure, by vote. The service delivery targets and performance indicators need to be reported on quarterly (MFMA, 2003).
Mid-year budget and COGTA report	Section 72 of the MFMA requires the Accounting Officer to prepare and submit a report on the performance of the municipality during the first half of the financial year. The report must be submitted to the mayor, National Treasury as well as the relevant Provincial Treasury and COGTA. As with all other reports this is a crucial report for the Council to consider mid-year performance and what adjustments should be made, if necessary.
Annual Performance report (Section 46)	<p>Section 46 of the MSA states that a municipality must prepare for each financial year, a performance report that reflects the following:</p> <ul style="list-style-type: none"> • The performance of the municipality and of each external service provided during that financial year; • A comparison of the performances referred to in the above paragraph with targets set for and performances in the previous financial year; and • Measures to be taken to improve on the performance. <p>The performance report must be submitted at the end of the financial year and will be made public as part of the annual report in terms of Chapter 12 of the MFMA. The publication thereof will also afford the public the opportunity to judge the performance of the municipality against the targets set in the various planning instruments.</p>
Annual report	<p>Every municipality and every municipal entity under the municipality's control is required by Section 121 to prepare an annual report for each financial year, which must include:</p> <ul style="list-style-type: none"> • the annual financial statements of the municipality or municipal entity as submitted to the Auditor-General for audit (and, if applicable, consolidated annual financial statements); • the Auditor-General's audit report on the financial statements; • an assessment by the Accounting Officer of any arrears on municipal taxes and service charges; • particulars of any corrective action taken or to be taken in response to issues raised in the audit reports; • any explanations that may be necessary to clarify financial year issues in connection with the financial statements; • any information as determined by the municipality, or, in the case of a municipal entity, the entity or its parent municipality; • any recommendations of the municipality's audit committee, or, in the case of a municipal entity, the audit committee of the entity or of its parent municipality; • an assessment by the Accounting Officer of the municipality's performance against the measurable performance objectives for revenue collection and for each vote in the municipality's approved budget for the relevant financial year; • an assessment by the Accounting Officer of the municipality's performance against any measurable performance objectives set in terms the service delivery agreement or other agreement between the entity and its parent municipality; • the annual performance report prepared by a municipality; • Any other information as may be prescribed. <p>Section 127 prescribes the submission and tabling of annual reports. This section also gives provision for the following:</p> <ol style="list-style-type: none"> 1. The Accounting Officer of a municipal entity must, within six months after the end of a financial year, submit the entity's annual report for that financial year to the Municipal Manager of its parent municipality; 2. The Mayor of a municipality must, within seven months after the end of a financial year, table in the municipal council the annual report of the

Report Type	Description
	<p>municipality and of any municipal entity under the municipality's sole or shared control;</p> <p>3. If the Mayor, for whatever reason, is unable to table in the council the annual report of the municipality, or the annual report of any municipal entity under the municipality's sole or shared control, within seven months after the end of the financial year to which the report relates, the mayor must:</p> <ul style="list-style-type: none"> a. submit to the Council a written explanation setting out the reasons for the delay, together with any components of the annual report that are ready; b. submit to the Council the outstanding annual report or the outstanding components of the annual report as soon as may be possible.
Oversight report	<p>The Council of a municipality must consider the municipality's annual report (and that of any municipal entity under the municipality's control), and in terms of Section 129, within two months from the date of tabling of the annual report, must adopt an oversight report containing the Council's comments, which must include a statement whether the Council:</p> <ul style="list-style-type: none"> a) has approved the annual report with or without reservations; b) has rejected the annual report; or c) has referred the annual report back for revision of those components that can be revised. <p>In terms of Section 132, the following documents must be submitted by the Accounting Officer to the provincial legislature within seven days after the municipal council has adopted the relevant oversight report:</p> <ul style="list-style-type: none"> a) the annual report (or any components thereof) of each municipality and each municipal entity in the province; and b) all oversight reports adopted on those annual reports. It is important to note that the Oversight Committee working with these reports should be chaired by the opposition party.

6.5 CONCLUSION

The performance management system links both the organisational and individual performance management to ensure that there is seamless integration with the performance of the municipality and performance of section 57 Managers.

CHAPTER 7: MUNICIPAL PROJECTS

7.1 INTRODUCTION

This chapter outlines the capital projects for the 2020-2021 IDP and 2020/2021 – 2022/2023 Budget and Medium-Term Revenue and Expenditure Framework (MTREF) and also projects from sector department projects.

7.2 FUNDED CAPITAL PROJECTS

7.3 PROJECTS FROM SECTOR DEPARTMENTS

7.2 FUNDED CAPITAL PROJECTS

IDP NUMBER	IDP PRIORITY	PROJECT DESCRIPTION	WARD	LOCATION	BUDGET ESTIMATES 2020/2021	BUDGET ESTIMATES 2021/2022	BUDGET ESTIMATES 2022/2023	FUNDING SOURCE
IDP01	Water Supply	Provision of Nsikazi South Via Karino Bulk Water Supply Scheme Phase 2 (Mechanical and Electrical Works)	2, 4, 18, 19, 20, 21, 22, 23, 24, 26, 29 & 40	Karino/Tekwane South	R 15 000 000	R -	R -	MIG
IDP02	Water Supply	Provision of Nsikazi South Via Karino Bulk Water Supply Scheme Phase 2 (OMO Reservoir bulk water supply)	10, 11, 31, 32, 33, 34, 35, 36, 37 & 38	Nsikazi South	R 10 000 000	R 5 000 000	R -	MIG
IDP03	Water Supply	Nsikazi North Water Reticulation Scheme	1, 3, 5, 6, 7, 8, 9, 25 & 39	Nsikazi North	R 8 000 000	R 8 000 000	R 6 000 000	MIG
IDP04	Water Supply	Nsikazi South water reticulation scheme	2, 4, 26, 33 & 40	Nsikazi South	R 8 000 000	R 8 000 000	R 6 000 000	MIG
IDP05	Water Supply	Phumlani Water Scheme	14	Phumlani	R 12 000 000	R 8 000 000	R -	MIG
IDP06	Water Supply	Matsulu WTW	13, 27, 28	Matsulu	R 2 000 000	R 5 000 000	R -	MIG
IDP07	Water Supply	Nsikazi North bulk Water	1, 3, 5, 6, 7, 8, 9, 25 & 39	Nsikazi North	R 15 000 000	R -	R -	MIG
IDP08	Water Supply	White River Complex Reservoir 3 ML	30	White River	R 3 000 000	R -	R -	MIG
IDP09	Water Supply	Matsulu Water Reticulation	27	Matsulu	R -	R 2 000 000	R 10 000 000	MIG
IDP10	Water Supply	Nsikazi North Bulk Water Supply Phase 2	1,39,5,6,7,9,8,35,37	Northern Region	R -	R -	R 231 270 000	
IDP11	Water Supply	Refurbishment of Saddleback Tunnel	42	Barberton	R 500 000	R 3 000 000	R 3 000 000	CRR

IDP NUMBER	IDP PRIORITY	PROJECT DESCRIPTION	WARD	LOCATION	BUDGET ESTIMATES 2020/2021	BUDGET ESTIMATES 2021/2022	BUDGET ESTIMATES 2022/2023	FUNDING SOURCE
IDP12	Water Supply	Drilling of Boreholes	Disaster Affected Wards	Disaster Affected areas	R 1 000 000	R -	R -	CRR
IDP13	Water Supply	Borehole Augmentation Schemes	Disaster Affected Wards	Disaster Affected areas	R 3 500 000	R -	R -	CRR
IDP14	Water Supply	Additional 3.5 ML Reservoir in Hazyview	1	Hazyview	R 2 500 000	R 7 000 000	R -	CRR
IDP15	Water Supply	Kamadakwa Water House Connections	41	Kamadakwa	R 100 000		R -	CRR
IDP16	Water Supply	Verulam Sewer Connections	43	Verulam	R 1 000 000	R 1 000 000	R 1 500 000	CRR
IDP17	Water Supply	Country Estate, Whiteriver package plant	8	White River, Country Estate	R 1 000 000	R 2 500 000	R 4 000 000	CRR
IDP18	Water Supply	Procurement of Plant and Equipment	Institutional	Institutional	R -	R 5 000 000	R 10 000 000	CRR
IDP19	Water Supply	Refurbishment of Kanyamazane WTW	19	Eastern & Central region	R -	R 2 500 000	R 3 000 000	CRR
IDP20	Water Supply	Site establishments, Drilling boreholes, refurbishing boreholes	1,4,14,35,37,32,34	Institutional	R -	R -	R 3 500 000	CRR
IDP21	Water Supply	Augmentation Schemes, Connections to Storage Tanks & Networks Extensions	Institutional	Institutional	R -	R -	R 5 000 000	CRR
IDP22	Water Supply	Refurbishment of Kanyamazane WTW	18	Kanyamazane	R -	R -	R 3 000 000	CRR
IDP23	Water Supply	Refurbishment of White River Water Treatment Works	30	White River	R -	R -	R 4 000 000	CRR

IDP NUMBER	IDP PRIORITY	PROJECT DESCRIPTION	WARD	LOCATION	BUDGET ESTIMATES 2020/2021	BUDGET ESTIMATES 2021/2022	BUDGET ESTIMATES 2022/2023	FUNDING SOURCE
IDP24	Water Supply	Pipe Replacement (AC, Steel etc.)	1, 30,33,42,	Hazyview, White River, Kabokweni, Barberton	R -	R -	R 2 000 000	CRR
IDP25	Water Supply	Refurbishment Rimers Water Treatment Works	42	Barberton	R -	R -	R 500 000	CRR
IDP26	Water Supply	Refurbishment of Suidkaap Water Treatment Works	42	Barberton	R -	R -	R 3 000 000	CRR
IDP27	Water Supply	Fencing of Reservoirs	Institutional	Institutional	R -	R -	R 4 000 000	CRR
IDP28	Water Supply	White River Nooitgedaght Reservoir	30	White River	R -	R -	R 500 000	CRR
IDP29	Water Supply	Investigation of Bulk Water Storage (Dam) in Mbombela, Barberton	Institutional	Barberton; Mbombela	R -	R -	R 1 000 000	CRR
IDP30	Water Supply	White River Augmentation Scheme (Pumps & reservoirs upgrade)	30	White River	R -	R -	R 500 000	CRR
IDP31	Sanitation/Sewerage	Entokozweni Sewer Reticulation	18	Entokozweni	R 10 000 000	R 10 000 000	R 10 000 000	MIG
IDP32	Sanitation/Sewerage	Refurbishment and Upgrade (7.5 ML) of Rocky's Drift WWTW	14	Rocky's Drift	R 5 000 000	R 5 000 000	R 10 000 000	MIG
IDP33	Sanitation/Sewerage	Mhlume Sewer Reticulation	19	Kanyamazane-Mhlume	R 2 000 000	R 5 000 000	R 10 000 000	MIG
IDP34	Sanitation/Sewerage	Umjindi solid waste disposal site	44	Umjindi	R 650 000	R 5 000 000	R 15 000 000	MIG

IDP NUMBER	IDP PRIORITY	PROJECT DESCRIPTION	WARD	LOCATION	BUDGET ESTIMATES 2020/2021	BUDGET ESTIMATES 2021/2022	BUDGET ESTIMATES 2022/2023	FUNDING SOURCE
IDP35	Sanitation/Sewerage	Refurbishment And Upgrade Of Telkom Pump Station And Hazyview WWTW	1	Hazyview	R 2 000 000	R -	R -	CRR
IDP36	Sanitation/Sewerage	Refurbishment and Upgrade of Telkom Pump Station and Hazyview WWTW	1	Hazyview	R -	R -	R 2 500 000	CRR
IDP37	Sanitation/Sewerage	Refurbishment of White River Waste Water Treatment Works	30	White River	R -	R -	R 4 000 000	CRR
IDP38	Sanitation/Sewerage	Upgrade of Outfall Sewer Lines (Crocodile Farm)	42	Barberton	R -	R -	R 1 000 000	CRR
IDP39	Sanitation/Sewerage	Implementation of Rural Sanitation	All Wards	Institutional	R -	R -	R 500 000	CRR
IDP40	Sanitation/Sewerage	White River Colts Hill Outfall Sewer	30	White River	R -	R -	R 500 000	CRR
IDP41	Sanitation/Sewerage	Refurbishment Umjindi Waste Water Treatment Works	43	Barberton	R 6 000 000	R -	R -	CRR
IDP42	Roads Infrastructure Development and Storm water	Nkomeni to Thembisa bus Route	2, 24	Nkomeni	R 7 500 000	R 9 500 000	R -	MIG
IDP43	Roads Infrastructure Development and Storm water	Alice Gudlani bus Route	2	Nkomeni	R 7 183 000	R 6 000 000	R -	MIG
IDP44	Roads Infrastructure Development and Storm water	Upgrading of Nkambule to Mkheyi bus route	22	Pienaar	R 9 000 000	R 11 000 000	R 10 000 000	MIG

IDP NUMBER	IDP PRIORITY	PROJECT DESCRIPTION	WARD	LOCATION	BUDGET ESTIMATES 2020/2021	BUDGET ESTIMATES 2021/2022	BUDGET ESTIMATES 2022/2023	FUNDING SOURCE
IDP45	Roads Infrastructure Development and Storm water	Upgrading of Zamokuhle bus route	22	Pienaar	R 6 500 000	R 8 000 000		MIG
IDP46	Roads Infrastructure Development and Storm water	Numbi ring road	39	Numbi	R 6 000 000	R 10 000 000	R 10 000 000	MIG
IDP47	Roads Infrastructure Development and Storm water	Upgrading of Umnyama street	32	Tekatakho	R 6 500 000	R 1 000 000	R 5 000 000	MIG
IDP48	Roads Infrastructure Development and Stormwater	Construction of Esidungeni Vehicle bridge	24	Luphisi	R -	R 500 000	R 8 500 000	MIG
IDP49	Roads Infrastructure Development and Stormwater	Upgrading of Masoyi Police station to Dingindoda road	6	Masoyi	R -	R 500 000	R 8 000 000	MIG
IDP50	Roads Infrastructure Development and Stormwater	Upgrading of Pennywhistle and Swan street-Kanyamazane	20	Kanyamazane	R -	R 500 000	R 10 000 000	MIG
IDP51	Roads Infrastructure Development and Stormwater	Upgrading of Mamindza Vehicle bridge	26	Msogwaba	R 200 000	R 5 000 000	R 6 000 000	MIG
IDP52	Roads Infrastructure Development and Stormwater	Upgrading of Chakaza school Via Slinda road	36	Chakaza school	R -	R 875 000	R 10 000 000	MIG
IDP53	Roads Infrastructure Development and Stormwater	Malekutu to Khumbula pedestrian bridge	37	Malekutu	R -	R 700 000	R 10 000 000	MIG
IDP54	Roads Infrastructure Development and Stormwater	Dindela and Spearville pedestrian bridge	44	Spearville	R -	R 700 000	R 10 000 000	MIG

IDP NUMBER	IDP PRIORITY	PROJECT DESCRIPTION	WARD	LOCATION	BUDGET ESTIMATES 2020/2021	BUDGET ESTIMATES 2021/2022	BUDGET ESTIMATES 2022/2023	FUNDING SOURCE
IDP55	Roads Infrastructure Development and Stormwater	Upgrading of Sakhele café road	37	Malekutu	R -	R 700 000	R 10 000 000	MIG
IDP56	Roads Infrastructure Development and Stormwater	Newscom to Lindani pedestrian bridge	8	Mganduzweni	R -	R 700 000	R 10 000 000	MIG
IDP57	Roads Infrastructure Development and Stormwater	Paving of Musa road in Makoko	34	Makoko	R 6 000 000	R 10 000 000	R 10 000 000	MIG
IDP58	Roads Infrastructure Development and Stormwater	Upgrading of Mhlambanyatsi Road	3	Mahushu	R -	R 700 000	R 15 000 000	MIG
IDP59	Roads Infrastructure Development and Stormwater	Upgrading of Mzamani Road	21	Kanyamazane	R -	R 700 000	R 10 000 000	MIG
IDP60	Roads Infrastructure Development and Stormwater	Construction of Mazambaneni Vehicle Bridge	29	Msogwaba	R -	R 700 000	R 10 000 000	MIG
IDP61	Roads Infrastructure Development and Stormwater	Upgrading of Road from Khekhe to Provincial Road	23	Daantjie	R -	R 700 000	R 10 000 000	MIG
IDP62	Roads Infrastructure Development and Stormwater	Upgrading of road from Marobotini to Gedlembani	40	Lehawu	R -	R 700 000	R 10 000 000	MIG
IDP63	Roads Infrastructure Development and Stormwater	Upgrading of Mlambongwane road	43	Mlambongwane	R -	R 700 000	R 10 000 000	MIG
IDP64	Roads Infrastructure Development and Stormwater	Pholani School to Maseko Bus Route	23	Daantjie	R 2 500 000	R 5 000 000	R 10 000 000	MIG
IDP65	Roads Infrastructure Development and Stormwater	Construction of Msholozhi Pedestrian Bridge	14	Msholozhi	R 200 000	R 2 500 000	R 15 000 000	MIG

IDP NUMBER	IDP PRIORITY	PROJECT DESCRIPTION	WARD	LOCATION	BUDGET ESTIMATES 2020/2021	BUDGET ESTIMATES 2021/2022	BUDGET ESTIMATES 2022/2023	FUNDING SOURCE
IDP66	Roads Infrastructure Development and Stormwater	Upgrading of OR Tambo road at Msholoz	14	Msholoz	R 200 000	R 5 000 000	R 15 000 000	MIG
IDP67	Roads Infrastructure Development and Stormwater	Upgrading of Violet street- Ward 13	13	Matsulu	R 200 000	R 5 000 000	R 10 000 000	MIG
IDP68	Roads Infrastructure Development and Stormwater	Upgrading of KaPro to Methodist Church Street	33	Kamaporo	R 6 500 000	R 6 000 000	R 4 000 000	MIG
IDP69	Roads Infrastructure Development and Stormwater	Construction of Nkululeko circuit road	27	Matsulu	R 2 500 000	R 6 000 000	R 3 262 000	MIG
IDP70	Roads Infrastructure Development and Stormwater	Upgrade of Luphisi Kabokweni and Plaston Road - Neighbourhood Programme	11,32,33,36,38,40	Kabokweni, Plaston and Luphisi	R 2 500 000	R 10 000 000	R 10 000 000	NDPG
IDP71	Roads Infrastructure Development and Stormwater	Umjindi Ext 15 - 19	41, 45	Umjindi Ext 15-19	R 12 000 000	R 14 000 000	R -	CRR
IDP72	Roads Infrastructure Development and Stormwater	Legogote PT Facility	6	Legogote	R 12 000 000	R -	R -	CRR
IDP73	Roads Infrastructure Development and Stormwater	Construction of Jericho Pedestrian bridge	23	Jericho	R 3 500 000	R 4 000 000	R -	MIG
IDP74	Roads Infrastructure Development and Stormwater	Construction of Mganduzweni pedestrian bridge	9	Mganduzweni	R 3 500 000	R 4 000 000	R -	MIG
IDP75	Roads Infrastructure Development and Stormwater	Construction of Sibhulo pedestrian bridge	31	Gutshwa	R 3 500 000	R 4 000 000	R -	MIG

IDP NUMBER	IDP PRIORITY	PROJECT DESCRIPTION	WARD	LOCATION	BUDGET ESTIMATES 2020/2021	BUDGET ESTIMATES 2021/2022	BUDGET ESTIMATES 2022/2023	FUNDING SOURCE
IDP76	Roads Infrastructure Development and Stormwater	Construction of Pedestrian Bridges in Bhekiswayo	5	Bhekiswayo	R 3 500 000	R 4 000 000	R -	MIG
IDP77	Roads Infrastructure Development and Stormwater	Construction of Nyongane/RDP Section pedestrian bridge	39	Nyongane	R 3 500 000	R 4 000 000	R -	MIG
IDP78	Roads Infrastructure Development and Stormwater	Construction of Shabalala Pedestrian bridge	1	Shabalala	R 3 500 000	R 4 000 000	R -	MIG
IDP79	Roads Infrastructure Development and Stormwater	Construction of a Pedestrian Bridge in Siligane	35	Siligane	R 3 500 000	R 4 000 000		MIG
IDP80	Roads Infrastructure Development and Stormwater	Construction of Sand River Internal Streets (Storm Water Management)	25	Sandriver	R 7 000 000	R 8 000 000	R 10 000 000	MIG
IDP81	Roads Infrastructure Development and Stormwater	Upgrade of gravel roads to interlocking paving within Umjindi areas	41, 42, 43, 44 & 45	Umjindi	R 8 000 000	R 8 000 000	R 10 000 000	MIG
IDP82	Roads Infrastructure Development and Stormwater	Main road bus stop1 to Masinga-Ntokozweni road upgrade - Phase 2	22	Msogwaba	R 7 000 000	R 10 000 000	R 5 000 000	MIG
IDP83	Roads Infrastructure Development and Stormwater	Mountain view road upgrade	27	Mountain View	R 8 000 000	R 10 000 000	R 5 000 000	MIG
IDP84	Roads Infrastructure Development and Stormwater	Construction of Zwelisha Bermuda road	4	Zwelisha	R 6 000 000	R 10 000 000	R -	MIG

IDP NUMBER	IDP PRIORITY	PROJECT DESCRIPTION	WARD	LOCATION	BUDGET ESTIMATES 2020/2021	BUDGET ESTIMATES 2021/2022	BUDGET ESTIMATES 2022/2023	FUNDING SOURCE
IDP85	Roads Infrastructure Development and Stormwater	Paving of road from Lungisani Secondary School to Mdumiseni Primary School	7	Chochocho	R 8 000 000	R 10 000 000	R 5 000 000	MIG
IDP86	Roads Infrastructure Development and Stormwater	Paving of road from Clau- Clau Clinic via Mhwayi primary school to Mbalekelwa station (link to Gwalava road)	10	Clau- Clau	R 8 000 000	R 10 000 000	R 5 000 000	MIG
IDP87	Roads Infrastructure Development and Stormwater	Paving of road from Shabangu street- Clau-Clau Clinic, Mgwabaratsane bus route via Ngobeni road & Vilakazi road via Magamusini to Mwayi supermarket	11	Clau Clau	R 5 000 000	R 12 100 000	R 8 000 000	MIG
IDP88	Roads Infrastructure Development and Stormwater	Paving of Dwaleni (Sincobile) Cemetery to the new cemetery	32	Dwaleni	R 7 000 000	R 8 000 000	R -	MIG
IDP89	Roads Infrastructure Development and Stormwater	Paving of kaMabuza Halfway via Matangaleni to Bhuga Cemetery	35	Halfway	R 8 000 000	R 5 000 000	R 4 000 000	MIG
IDP90	Roads Infrastructure Development and Stormwater	Elevation of the vehicle bridge and construction of a footbridge on the road linking Ext.11 and Ext.12	45	Emjindini Ext 11 & 12	R 7 000 000	R 8 000 000	R 600 000	MIG
IDP91	Roads Infrastructure Development and Stormwater	Paving of Inyoka Corner street - Thulane	13	Thulane	R 6 000 000	R 4 000 000	R -	MIG

IDP NUMBER	IDP PRIORITY	PROJECT DESCRIPTION	WARD	LOCATION	BUDGET ESTIMATES 2020/2021	BUDGET ESTIMATES 2021/2022	BUDGET ESTIMATES 2022/2023	FUNDING SOURCE
IDP92	Roads Infrastructure Development and Stormwater	Paving of Tsila to Thithi road	29	Msogwaba	R 6 000 000	R 8 000 000	R -	MIG
IDP93	Roads Infrastructure Development and Stormwater	Salubindza bus route	5	Salubindza	R 8 000 000	R 9 000 000	R 10 000 000	MIG
IDP94	Roads Infrastructure Development and Stormwater	MamRuby to Zwane market Road	2	Nkomeni	R 6 000 000	R 5 000 000	R -	MIG
IDP95	Roads Infrastructure Development and Stormwater	Nkomeni to Woboka bus route	2	Nkomeni	R 7 500 000	R 10 000 000	R -	MIG
IDP96	Roads Infrastructure Development and Storm water	TV Mashonamini pedestrian bridge	11	TV Nkomeni	R 200 000	R 3 500 000	R 3 000 000	MIG
IDP97	Roads Infrastructure Development and Storm water	Khulani primary foot bridge (eMaswazini)	8	Jerusalema	R 3 500 000	R 4 000 000	R -	MIG
IDP98	Electricity Supply and Management	Retrofitting of existing public lighting fittings with new LED technology.	14, 15, 16, 17, 38	Mbombela	R 7 000 000	R 7 000 000	R 7 000 000	EEDSM
IDP99	Electricity Supply and Management	Ext 17 Switching Station	41,42,43,44,45	Umjindi Ext 17	R -	R -	R -	INEP
IDP100	Electricity Supply and Management	132kv/122/11 40mva	41,42,43,44,45	Umjindi	R -	R -	R -	INEP
IDP102	Electricity Supply and Management	132kv Msholozhi (Mbombela) Bulk Supply	14	Msholozhi	R 7 572 200	R -	R -	INEP
IDP103	Electricity Supply and Management	Electrification of Emjindini Trust (Umjindini) (100 households)	41	Emjindini Trust	R 1 700 000	R -	R -	INEP

IDP NUMBER	IDP PRIORITY	PROJECT DESCRIPTION	WARD	LOCATION	BUDGET ESTIMATES 2020/2021	BUDGET ESTIMATES 2021/2022	BUDGET ESTIMATES 2022/2023	FUNDING SOURCE
IDP104	Electricity Supply and Management	Electrification Ext 17 (100 households)	45	Umjindi Ext 17	R 2 550 000	R -	R -	INEP
IDP105	Electricity Supply and Management	Electrification of Msholozzi (350 households)	14	Msholozzi	R 5 950 000	R -	R -	INEP
IDP106	Electricity Supply and Management	Electrification of Mlambongwana (250 households)	43	Mlambongwane	R 4 250 000	R -	R -	INEP
IDP107	Electricity Supply and Management	40 MVA, Barberton Waterworks	45	Barberton	R 10 000 000	R 30 000 000	R 31 000 000	INEP
IDP108	Electricity Supply and Management	Electrification Tekwane South	18	Tekwane South	R -	R -	R -	INEP
IDP109	Electricity Supply and Management	Electrification Noordkaap (100 households)	43	Noordkaap	R -	R -	R -	INEP
IDP110	Electricity Supply and Management	Electrification of Malubane (100 households)	43	Malubane	R -	R -	R -	INEP
IDP111	Electricity Supply and Management	Electrification of Matsafeni (300 households)	14	Matsafeni	R 5 100 000	R -	R -	INEP
IDP112	Electricity Supply and Management	Mbombela Infills - 44 Households	43	Sheba Siding	R 338 800	R -	R -	INEP
IDP113	Electricity Supply and Management	Installation of High mast in various wards	1; 3; 10; 12; 14; 19; 22; 27; 37; 43	Soweto, Mhlambanyatsi, Mafambisa, KaBhamjee, Msholozzi, Section 1- Kanyamazane, Msogwaba cemetery, Section 10 next to the clinic- Matsulu,	R 10 000 000	R 5 000 000	R -	MIG

IDP NUMBER	IDP PRIORITY	PROJECT DESCRIPTION	WARD	LOCATION	BUDGET ESTIMATES 2020/2021	BUDGET ESTIMATES 2021/2022	BUDGET ESTIMATES 2022/2023	FUNDING SOURCE
				Mjejane, Mashayana				
IDP114	Electricity Supply and Management	Procurement of Fleet (8 LDV's & Cherry Picker)	Institutional	Mbombela	R 4 000 000	R -	R 2 000 000	CRR
IDP115	Electricity Supply and Management	Procurement of Crane Truck	12,14,15,16,17	Mbombela	R 2 000 000	R -	R 1 500 000	CRR
IDP116	Electricity Supply and Management	132/11kv Montana 2x20mva sub (CR)	12, 14, 15, 16, 17	Mbombela	R -	R -	R 500 000	
IDP117	Electricity Supply and Management	Construction of 132 KV line : Matsafeni - Marathon link	14	Matsafeni	R -	R 10 000 000	R 16 000 000	
IDP118	Community Development	Construction of Jerusalema community hall	8	Jerusalema	R 3 550 000	R 6 000 000	R 4 000 000	MIG
IDP119	Community Development	Upgrading of Masoyi Sports facilities	6	Masoyi	R 7 000 000	R 8 000 000	R 8 000 000	MIG
IDP120	Community Development	Construction of Mbonisweni Community Hall	38	Mbonisweni	R 6 000 000	R 3 000 000	R -	MIG
IDP121	Community Development	Construction of Numbi Community Hall	39	Numbi	R 5 500 000	R 3 000 000	R -	MIG
IDP122	Community Development	Construction of Chweni Community Hall	34	Chweni	R 4 000 000	R 6 000 000	R -	MIG
IDP123	Community Development	Upgrading of Matsulu stadium phase 2	28	Matsulu	R 3 000 000	R -	R -	MIG
IDP124	Community Development	Establishment of Tekwane Cemetery	18	Tekwane South	R 2 000 000	R -	R -	CRR
IDP125	Community Development	Fencing of Tekwane Cemetery	18	Tekwane South	R 500 000	R -	R -	CRR

IDP NUMBER	IDP PRIORITY	PROJECT DESCRIPTION	WARD	LOCATION	BUDGET ESTIMATES 2020/2021	BUDGET ESTIMATES 2021/2022	BUDGET ESTIMATES 2022/2023	FUNDING SOURCE
IDP126	Community Development	Establishment of Nkambeni Regional Cemetery	25	Sandriver	R 3 000 000	R 3 500 000	R -	CRR
IDP127	Good Governance	New/Upg Server & Network Infrastructure	Institutional	Institutional	R 1 500 000	R -	R -	CRR
IDP128	Good Governance	New / Upgrade End User Equipment	Institutional	Institutional	R 1 600 000	R -	R -	CRR
IDP129	Good Governance	Furniture And Equipment	Institutional	Institutional	R 1 000 000	R -	R -	CRR
IDP130	Good Governance	Installation of Aircons (CR)	Institutional	Institutional	R 400 000	R -	R -	CRR

7.3 PROJECTS FROM SECTOR DEPARTMENTS

7.3.1 DEPARTMENT OF HEALTH

PROJECT DESCRIPTION	LOCATION	WARD	2020/2021 TARGET	2020/2021 BUDGET	TOTAL PROJECT COST
Construction of new Community Health Centre and accommodation unit	Kanyamazane	19	R39 702 000	R39 702 000	R229 917 000
Construction of new maternity ward at Themba Hospital	Kabokweni	32	R8 000 000	R8 000 000	R214 486 000
Upgrading of an Allied Building to an Oncology ward at Rob Ferreira Hospital	Mbombela	16	R15 000 000	R15 000 000	R21 287 932
Health technology at Cathyville Clinic	Cathyville (Barberton)	42	R2 800 000	R2 800 000	R-
Health technology at Khumbula Clinic	Khumbula	37	R2 000 000	R2 000 000	R1 400 000
Health technology at Luphisi Clinic	Luphisi	24	R2 000 000	R2 000 000	R-
Health technology at Makoko Clitic	Makoko	34	R2 000 000	R2 000 000	R1 500 000
Health technology at Mpakeni Clinic	Mpakeni	23	R2 000 000	R2 000 000	R1 400 000
Health technology at Mthimba Clinic	Mthimba	39	R2 000 000	R2 000 000	R-
Health technology at Rob Ferreira Hospital	Mbombela	16	R1 000 000	R1 000 000	R4 000 000
Maintenance Big 5 at Themba Hospital	Kabokweni	32	R3 000 000	R3 000 000	R7 523 000

Maintenance Big 5 at Rob Ferreira Hospital		Mbombela	16	R3 000 000	R3 000 000	R6 867 000	
Renovations and alterations to the existing nurses accommodation at Rob Ferreira (Phase 2A)		Mbombela	16	R7 274 560	R7 274 560	R661 000	
Renovations and alterations to the existing nurses accommodation at Rob Ferreira (Phase 2B)		Mbombela	16	R6 065 000	R6 065 000	R-	
Renovations and alterations to the existing nurses accommodation at Rob Ferreira (Phase 2C)		Mbombela	16	R6 170 000	R6 170 000	R20 056 462	
PROJECT NAME/ DESCRIPTION	LOCATION	WARD	2019/20 TARGET	2019/20 BUDGET	TOTAL PROJECT COST	PROGRESS	AMOUNT SPENT
Elijah Mango EMS College	Kabokweni	35	General building maintenance, Early planning stage	R2 126 000	Early planning	Contractor has been appointed	R1 548 000
Themba Hospital	Kabokweni	32	New maternity, helipad and resource centre (Resource centre planning complete, maternity ward planning advanced, helipad in viability stage)	R30 000 000	Planning stage	Project on planning stage	R9 194 000
Rob Ferreira Hospital	Mbombela	16	Upgrading of exiting internal road and parking (Practical completion achieved)	R3 106 000	Completion	Final account	R845 000
Rob Ferreira Hospital	Mbombela	16	Construction of mortuary (Construction at 80% complete)	R5 126 000	R7 489 000	90% progress, fire inspection to be done	R1 335 000

PROJECT NAME/ DESCRIPTION	LOCATION	WARD	2019/20 TARGET	2019/20 BUDGET	TOTAL PROJECT COST	PROGRESS	AMOUNT SPENT
Rob Ferreira Hospital	Mbombela	16	Upgrading of Allied building to an Oncology Ward (Early planning stage)	R12 372 000	Early planning	Contactor appointed, progress is 10%	R1 394 000
Rob Ferreira Hospital	Mbombela	16	Upgrading of Nursing accommodations (Stage 1 in construction and 72% complete)	R19 313 000	R57 000 000	Contactor appointed, progress is 4%	0

7.3.2 DEPARTMENT OF PUBLIC WORKS, ROADS AND TRANSPORT

PROJECT NAME/ DESCRIPTION	LOCATION	WARD	2019/20 TARGET	2019/20 BUDGET	TOTAL PROJECT COST	PROGRESS	AMOUNT SPENT
Rehabilitation and brick paving D233 Louisville road (PRMG part)	Louisville	43	100% Complete (3.2 km)	R32 661 000	R51 300 000	77% complete	R48 037 000
Upgrade: Road D28 from N4 (Burnside)	Burnside		100% Complete (3 km)	R47 444 000	R49 680 000	Detailed design	R2 459 000
Design: Rehabilitation of D2978 from D2977 in Matsulu B (2.4km)	Matsulu	27	Detailed design & Tender documentation	R7 600 000	R7 600 000	31% complete	R8 719 000
Rehabilitation of D2978 from D2977 in Matsulu B	Matsulu	27	75% Complete (2.4km)	R34 036 000	R71,280 000	Construction	R5 463 000
Upgrading of Road D236 (Umjindi Trust Road) West of Barberton from end paved at km 6.3 to km 14.3 (8 km) and patch reseal of 6.3 km	Barberton	41,43	100% Complete	R9 441 000	R220 908 000	87% complete	R9 537 000

PROJECT NAME/ DESCRIPTION	LOCATION	WARD	2019/20 TARGET	2019/20 BUDGET	TOTAL PROJECT COST	PROGRESS	AMOUNT SPENT
Rehabilitation: D2975 from P258/1 (Daantjie) Eastwards past Daantjie Police station (3 km)	Pienaar (Daantjie)	2	100% Complete	R34 442 000	R54,270 000	18% complete	R4 778 000
Design: upgrade of Gedlembane road in Pienaar (8km)	Gedlembane	29	Complete design	R500 000	R-	Detailed design	R500 000
Upgrade of road D1411 between Chuene and Spioenkop (10.59km)	Chuene		New project	R1 000 000		Inception and initiation	R445 000
Rehabilitation: Drainage on road P17/6 (R538) Jerusalem to R40 at Casterbridge		8,9	New project	R10 000 000		New	R3 287 000
Reconstruction of flood damaged bridge on Road D2968, including repair of damaged sections of road between Numbi and Makoko (8km)	Makoko, Numbi	34	New project	R12 453 000		70% complete	R11 121 000
Design: Footbridge in Zwelisha	Zwelisha	10,11	New project	R1 154 000		Detailed design	R1 154 000

7.3.3 DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT, LAND AND ENVIRONMENTAL AFFAIRS

PROJECT DESCRIPTION	LOCATION	WARD	PROGRESS AS AT DECEMBER 2019	2019/2020 BUDGET	AMMOUNT SPENT
6X SA GAP Cooperatives: Packaging tables and solar panels	Sabie River (5), Gutshwa (1)	7, 31	Project completed	R1 500 000	R-
Barberton Nursery F40: Debushing, fencing 2 nursery structures and water development	Barberton	42	Contractor on site, borehole siting completed, construction of nursey structures at 60%	R2 250 000	R304 000
Luthando F40: Refurbishment of tunnels, water development, and fencing for 17 ha	Mara	17	Project completed	R2 250 000	R1 545 000
Plastron F40: Renovation of the farm house and installation of 55 ha irrigation system, installation of transformer	Plaston	30	Project completed	R2 250 000	R1 244 000
Silwanendlala and Umkhonto Youth Cooperative (F40): Soil conservation structures, installation of highmast light, construction of aquaponics facility, furnishing of prefab structures	Boschrand Farm, Mbombela	15	Earthworks, installation of transformer and installation of fish tunnel completed, installation of hydroponic tunnel is at 80% physical completion, installation of aquaculture equipment is at 90%	R8 000 000	R3 744 000
Refurbishment of the training centre at Elijah Mango	Kabokweni	33	Project planned for the 4 th quarter. Pest control, electrical troubleshooting and repairs,	R2 500 000	R1 695 000

			plumbing system trouble shooting and classroom paintwork completed, construction hot water system under construction		
Rehabilitation of the Environmental Centre (Barberton)	Barberton	42	Project completed	R460 000	R460 000

7.3.4 DEPARTMENT OF COMMUNITY SAFETY, SECURITY AND LIAISON

PROJECT NAME/ DESCRIPTION	LOCATION	WARD	2019/20 TARGET	2019/20 BUDGET	TOTAL PROJECT COST	PROGRESS
Monitoring of police stations on policy compliance	Hazyview, Kabokweni, Pienaar, Low's Creek, Matsulu, Nelspruit, Ngodwana, Kanyamazane, Whiteriver, Masoyi, Barberton	1,33,26,43,28, 14,12,19,30,42	12 police stations monitored on policy compliance	Operational	Operational	Completed
Audits on the implementation of Domestic Violence Act	Hazyview, Kabokweni, Pienaar, Low's Creek, Matsulu, Nelspruit, Ngodwana, Kanyamazane, Whiteriver, Masoyi, Barberton	1,33,26,43,28, 14,12,19,30,42	12 police stations monitored on policy compliance	Operational	Operational	Completed
Educational Awareness Campaigns	Kabokweni (Sports against crime), Barberton (Liquor inspection/workshop), Pienaar (Anti-stolen goods), Matsulu (Anti-stolen goods), Masoyi (Liquor traders	33,42,26,28,14	6 Educational Awareness Campaigns conducted	R634 900	R634 000	Completed

PROJECT NAME/ DESCRIPTION	LOCATION	WARD	2019/20 TARGET	2019/20 BUDGET	TOTAL PROJECT COST	PROGRESS
	inspection/workshop), Nelspruit (Moral regeneration)					
Assessment and support of Community Safety Forums	Mbombela	All	2 Community Safety Forums assessed and supported	R50 000	R50 000	Completed
Assessment and support of Community Policing Forums	Hazyview, Kabokweni, Pienaar, Low's Creek, Matsulu, Nelspruit, Ngodwana, Kanyamazane, Whiteriver, Masoyi, Barberton	1,33,26,43,28, 14,12,19,30,42	12 Community Policing Forums assessed and supported	R230 000	R230 000	Completed
Recruitment of Tourism Safety Monitors	Mbombela (58), Whiteriver (13), Hazyview (24), Barberton (23)	14,30,1,42	118 Tourism Safety Monitors recruited	R3 443 712	R3 443 712	Completed
Transport regulation: Safety engineering; Traffic law enforcement; Road safety education, Traffic licensing and administration; and Overload control	Mbombela	All	5 Transport regulation programs implemented	Operational	Operational	Completed